

TWENTY CENTS

JUNE 22, 1929

JUN 25 1929

Sales Management

The Weekly Magazine for Marketing Executives



Capt. Edward V. Rickenbacker

*Newly-appointed Vice-President in Charge of Sales,
Fokker Aircraft Corporation. See page 609.*

The White Company's Peak-Season Plan
for Working Industrial Markets

Why Have the Chain Stores Succeeded?

Buying Sales

Building a permanent Sales Structure

as suggested by
May & Malone Inc.

A VALUABLE BOOKLET (FREE)

Here is a valuable booklet, sent absolutely free on request to interested sales executives. It tells quickly and simply how to keep the salesmen on their mettle—how to maintain a spirit of friendly rivalry—how to reward the extra effort when made economically and judiciously. The reward-for-services-rendered is a proved and practical method of building and maintaining sales volume. The many advantages to be secured from sales contests, the way to secure them and the pitfalls to avoid are discussed frankly and intelligently.

Where shall we send your copy of
"Building a Permanent Sales Structure"?

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May & Malone, Inc.
37 S. Wabash Ave.
Chicago, Ill.

Please send a copy of "Building a Permanent Sales Structure" to us.

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Company.....

Address.....

Date.....

SM-6-22

the Story of a NEWSPAPER

—as told in its pages

Personalities



Paul Scott
Mowrer

Paul Scott Mowrer, European director of The Chicago Daily News Foreign Service, was awarded the Pulitzer prize of \$500 for the best example of constructive correspondence during the year 1928.

Clearness and brevity of style, a fair, balanced, well-informed viewpoint, contribution to international understanding were the basis of the award.

Mr. Mowrer's writings are typical of the standards in style and treatment demanded of Daily News staff men, just as Mowrer the man is typical of the personalities The Daily News binds to its service.



Dr. Herman
N. Bundesen

In addition to the many writers of national distinction whose



Howard
Vincent
O'Brien

work appears regularly or frequently in its pages, The Daily News has as members of its own staff such men of ability and repute as

Dr. Herman N. Bundesen, authority on health matters; Carl Sandburg, noted American poet; Howard Vincent O'Brien, creator and critic of good books; Robert J. Casey, explorer and wit; Leroy T. Vernon, who long has been one of the leading correspondents of the national capital; Edward Price Bell, "the greatest newsman America ever sent to Europe"; Junius B. Wood, Edgar Ansel Mowrer, Paul Wright, Carroll Binder, John Gunther, Constantine Brown, Negley Farson, also of its foreign staff.



Edward
Price Bell



Carl
Sandburg

Their achievements as individuals and as members of The Daily News staff have brought them a following locally and a national prestige which have been an important factor in establishing the reputation of The Daily News at home and abroad as a newspaper of distinction.

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C. Geo. Krogness
303 Crocker 1st Nat'l Bank Bldg.

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New High Records in Omaha

In May 1929 the Omaha World-Herald broke all Omaha records (held by itself) in local display, national display and total advertising.

DETAILS

The World-Herald gained 25% over May, 1929. The increase was 276,556 lines; the other paper lost 28,364 lines (not including 82,180 lines carried in the American Weekly).

The World-Herald's lead over the second paper (excluding advertising in the American Weekly) was 89%.

The World-Herald printed 72% of all the advertising placed in the two local newspapers by Omaha's 12 largest retail advertisers.

The OMAHA WORLD-HERALD

MAY TOTAL NET PAID

132,096 Daily

133,711 Sunday

O'MARA & ORMSBEE, Inc.
National Representatives
NEW YORK CHICAGO DETROIT
SAN FRANCISCO LOS ANGELES

Survey of Surveys

BY WALTER MANN

Summer Resorts as a Market

The marketing division of the International Magazine Company (publishers of *Cosmopolitan*, *Good Housekeeping*, *Harper's Bazar* and other high-class magazines) is responsible for a much-discussed but never-before-acted-upon subject being brought into the marketing limelight.

Why are summer resorts usually regarded as the last resort in considering markets, say they in a crisp presentation of this new-old source for summer sales? If there is such a market, how big is it, and if it is big enough to be worth concentrating on, why don't more advertisers do so, through the magazines which have an obvious summer resort newsstand sale?

Manufacturers complain about the usual "summer slump"—forgetting that it is these very summer resorts that draw the people away from cities, to lakes, hills and seashore. These people take their buying power with them—and use it in these summer localities with an enthusiasm that often makes father's pocketbook curl up in agony! Everything from golf balls to moth balls, from icy-hot bottles to icy-cold drinks are bought away from home during this summer movement of resorters. Three billion dollars a year or thereabouts are thus diverted from their usual channels—an expenditure well worth attention by national advertisers, says this well-done research report. Moreover, lists of resort places and their possible guest capacities are hard to get in the first place, and hard to keep up-to-date in the second. Hence, for the past five months International Magazine Company's marketing division has been collecting current railroad folders, resort pamphlets, etc., and has located and analyzed each resort place named on regular trading area maps. Result, a list of 460 primary resort places, and 813 secondary resort places, or a total of 1,273 resort centers, with a normal population of 4,685,427 and a continuous summer estimated population of 5,634,286. Nearly 1,000,000 more summer population to spend their energies, and more important still—their moneys—away from hometown stores.

Since the people themselves move to the resorts in June, July and August, a study was also made of *Cosmopolitan* and *Good Housekeeping* to see whether their sales increase proportionately in the more important resort centers. A four-month check was made during 1928 on twelve widely scattered summer resort sections, and the results given in this report. Results clearly show astounding increases in circulation, increases way out of proportion with the mentioned increase in summer population. But this is logical enough, since this population changes again and again in the summer season.

To make the study doubly valuable, all these places are then arranged by areas, the normal population is given; the potential guest capacity as indicated by the collection of folders, time tables, etc.; the total number of retail outlets are listed, the name of the railroad by which the resort

is reached, and the total banking deposits as of September, 1928 (the close of the summer season), are supplied whenever available. It is, indeed, a most interesting set of tables.

Interesting, indeed. But why, when this wholly admirable collection of data was being made, wasn't a compilation also made of the bank clearings as of June, 1928, to see the increases resulting from this mad inrush of resorters? And why! oh why! wasn't a record kept of the individual towns and their increases in magazine sales, so that the logical assumption, i.e., that all the towns will logically follow the lead set by the twelve that were checked and will show proportionate increases in summer circulation might be confirmed in toto rather than for twelve important centers only.

As a matter of fact, it is fairly obvious that they do show proportionate increases. But a complete report on all localities would have cost very little more, and would have carried with it an even greater degree of authenticity. There may, of course, have been complications preventing the gathering of such additional information. Then, too, this added data may be available upon request from the publisher, or from the aforesaid marketing division. In any event, the International Magazine Company is to be credited with having provided a valuable offering for those advertisers whose merchandise is salable through summer resorts in the usual summer slump period.

American Girl Survey

A study recently made by Anne Wilde (advertising manager) of *The American Girl Magazine* reveals a combination of enthusiastic loyalty and real influence on adults.

An adroitly worded letter and questionnaire brought better than a 44 per cent return (that's loyalty), of which over 40 per cent answered about twenty-five questions intelligently and completely. Particularly interesting was a leaning-over-backward on the part of the publisher—on one question where the way in which the question was approached might possibly have been construed as leading toward a given answer. The publisher asks that the advertiser discount this question to whatever degree he thinks fair—since their aim has been to get at the real truth regarding their market.

Interesting also is a use of typewriter asterisks to produce rough bar charts to illustrate the responses to the questions. This makes bar charts possible without art work—a tiny but intelligent gesture toward sales economy.

Boyle Joins World

J. Mora Boyle has been appointed local advertising manager of the *New York Morning World*. He has been connected in an executive capacity with the business offices of various New York newspapers, more recently with the *Journal*.



Keeping up with the Joneses . . .

It can be done sanely

TO buy a new thing just because the Joneses have bought it is a bit reckless.

Jones can afford to experiment. Perhaps his neighbors cannot. But a wealthy Jones family in a community can be a real benefit. Prudent neighbors can see the good things—the worth-while things—the Joneses have bought and plan to own them also.

It was the Joneses who first saw the need of a porcelain bathtub and later of more than one bathroom.

It was Mr. Jones who first accepted four-wheel brakes, balloon tires, carbon-less gas. It was Mr. Jones who started the neighbors talking about the self-regulating cook-stove, and about the machine that polishes floors.

It is the Joneses' readiness to accept

new things to make living easier and less arduous that encourages manufacturers to invent, to improve, and to tell about these improvements in printing. And it is the willingness of people to read booklets describing things that the Joneses buy, and to work to increase their incomes so that they too may have these things, that gives to every rank of American society a better standard of living.

Something is made today. Tomorrow some merchant or manufacturer tells about it by means of good printing.

Possibly the Joneses accept it too soon. However, if people were not interested in and receptive to the printing that convinces the Joneses first, none of us might be able to ride faster than a horse can trot in front of a buggy.

TO MERCHANTS, MANUFACTURERS, AND BUYERS OF PRINTING

If you would like to obtain books on the practical use of printed pieces issued free of charge by S. D. Warren Company, write to your printer, asking him to put you on the Warren Mailing List. Or write S. D. Warren Company, 101 Milk St., Boston, Mass.

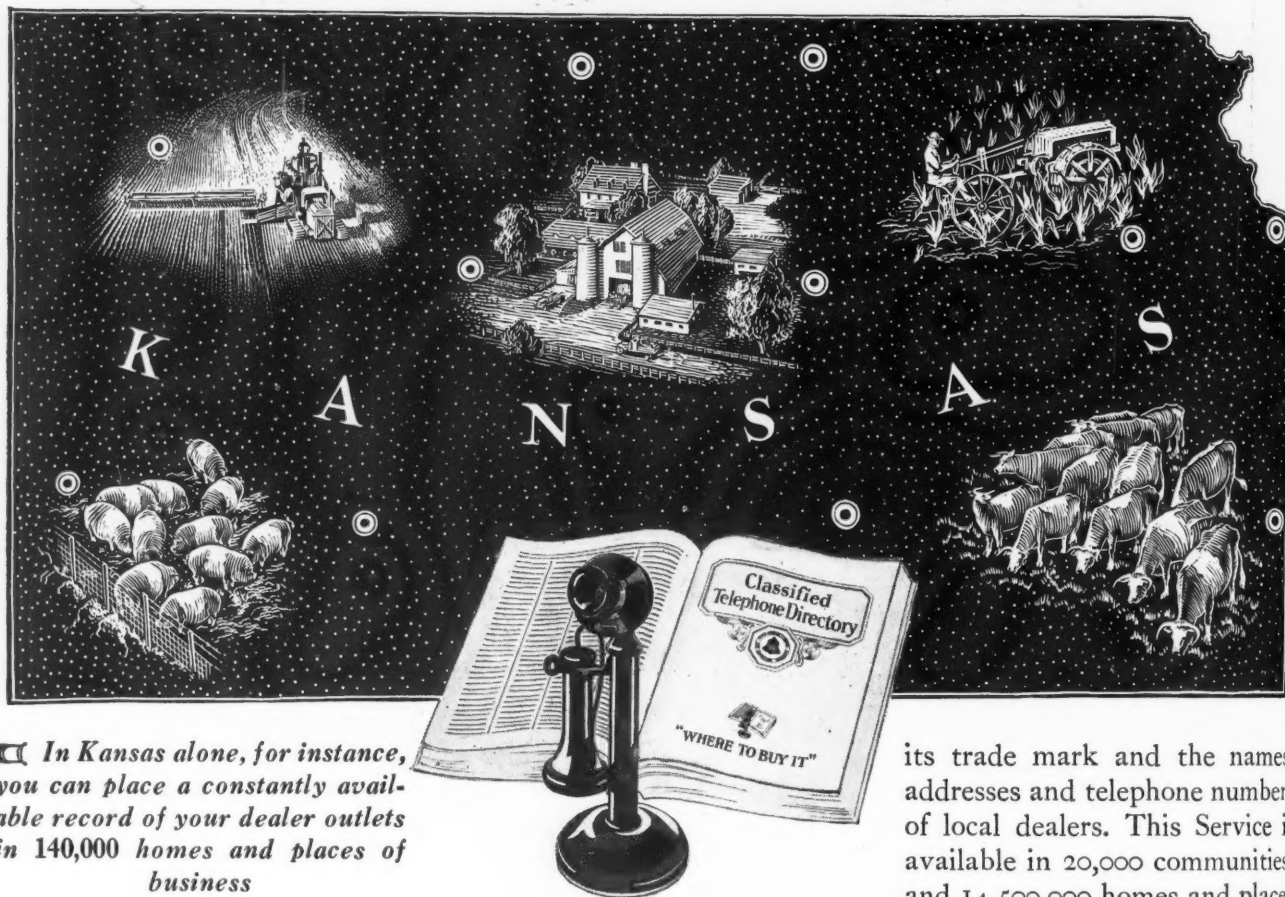


Printing Papers

When a printer suggests a Warren's Standard Printing Paper he suggests it because he knows it has all the qualities that insure good printing, folding and binding—that it is tested for these qualities before it leaves the mill. Many printers are using the Warren trademark (above) in connection with their own imprint to identify productions on Warren's Standard Printing Papers.

WARREN'S STANDARD PRINTING PAPERS { better paper ~ better printing }

Telling the people *in rural districts* where they can buy your product



In Kansas alone, for instance, you can place a constantly available record of your dealer outlets in 140,000 homes and places of business

AN IMPORTANT feature of the Bell System Trade Mark Merchandising Service is that it reaches both farm and city. Manufacturers can use it to direct buyers in rural districts to their dealers in the nearest town, just as they can use it to inform townspeople of their neighborhood retail outlets.

In Kansas, 76.4 per cent of the people live in towns of 10,000 population or less, 64.6 per cent of them on farms. The state creates \$1,700,000,000 in new wealth each year... about \$2180 for every man, woman and child.

To reach this great market,

an automobile manufacturer is using the Trade Mark Merchandising Service to place information about his dealers and service stations in 102,804 Kansas homes and businesses. A radio company is reaching 81,858; a washing machine firm, 26,662; a tire manufacturer, 140,950. These concerns are also using the service proportionately in other sections of the country.

The Trade Mark Merchandising Service is thoroughly simple in operation. It consists of listing in Bell System Classified Telephone Directories, for the convenient reference of the buying public, the name of the product,

its trade mark and the names, addresses and telephone numbers of local dealers. This Service is available in 20,000 communities, and 14,500,000 homes and places of business throughout the country.

The flexibility of the Service makes it valuable to manufacturers with widely differing problems of merchandising. It can be "custom fitted" to their various methods of distribution, and can be specifically applied to those towns in which they have dealer representation.

Your local Bell Company will gladly show you how the Service can aid your own business. Telephone the Business Office today. Or write the Trade Mark Service Manager, American Telephone and Telegraph Company, 195 Broadway, New York City.

"WHERE TO BUY IT"



THE NEW SERVICE IN YOUR
CLASSIFIED TELEPHONE DIRECTORY

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Syd
CATTS-PAT
Establishe

Sales Management

The Weekly Magazine for Marketing Executives

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760

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33 Chancery Lane
G. D. YOUNG . . . Manager

Sydney (Australia)
CATTS-PATTERSON CO., LTD.

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Books

Recommended
by the Editors

Industrial Advertising Copy

By R. Bigelow Lockwood

Advertising Counsellor
McGraw-Hill Publishing Company, Inc.

Mr. Lockwood, who contributes frequently to SALES MANAGEMENT, has spent twenty-two years in writing, supervising and directing industrial advertising. The book presents clearly, concisely and ably the essential facts that the writer of copy should know before he attempts to reach industrial markets with his printed message. 326 pages, 96 illustrations. Price, postpaid, \$3.00.

Mail Order and Direct Mail Selling

By S. Roland Hall

Mr. Hall, who is the head of the agency bearing his name, and a frequent contributor to SALES MANAGEMENT and other business magazines, is the author of several valuable handbooks on various angles of marketing. His latest book presents the fundamentals of the dual field of mail order and direct mail activities, and describes the methods used by such firms as the Frank E. Davis Company, Armstrong Cork Company, Montgomery Ward and Company, Book-of-the-Month Club, etc., etc. Like all Hall books, it is thoroughly practical. 500 pages, with many illustrations and examples of successful letters.

Price, postpaid, \$5.00.

Crying Our Wares

By Howard W. Dickinson

This book was reviewed on page 392 of SALES MANAGEMENT for February 16th. Should be valuable to all persons in sales work and promotion. Written by the former Vice President of the George Batten Company, it tells the intimate details of many campaigns with which he was in close contact.

Price, postpaid, \$3.00.

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

The Market Basket

The Ties That Bind

"Before you leave for foreign shores," says the Western Union, "we suggest that you let us help you select a cable code address. Then in combination with suitable code words from the Western Union Cable Code Booklet you can send full-rate cablegrams at a very decided saving in cost."

For example, the following message can be sent from London to New York for only \$1:

JOSMITH NEWYORK
ADBEIABMAN WUTRAVBUR
PARISHIBCE

This, believe it or not, means "Joseph Smith, 118 Grand Concourse, New York City. Arrived all right, pleasant passage. Advised friends my cable address is registered at Western Union, Paris. Any message sent there will be forwarded to me at once. Give my love to everybody at home." There is another new tie that binds you to your home and family when you go off to that gay Europe. Engineers of the A. T. & T. now permit you to talk by radio-telephone from a vessel at sea direct to your home. The *Leviathan* will soon be equipped.

The Automatic Auto

Mr. A. P. Warner, who used to be the Warner of the Stewart-Warner Company, makers of automotive accessories and more recently radios, will soon put on the market an electric brake for pleasure cars. At present the brake is about the only part of an automobile (except the motor) which is not electrically operated.

The device, already being used on trailers (you may brake a truck and two trailers with one movement of the hand) is said to be composed of 278 less parts than either of the hydraulic or mechanical types, and to require no relining in the ordinary life of a car. It can be operated by a stroke of the foot.

Automobiles of the near future, Mr. Warner believes, may be controlled almost entirely by the motion of one foot—the gas under your toe, the brake under your heel.

How it will work in the event that the new front-wheel-drive cars of Ruxton, Auburn and other makers are widely marketed, Mr. Warner is not sure.

Automatic Department Stores

The number of lines which the automatic vending machines can handle is getting wider. Almost anything fairly small (or hard and unpackaged, like soap) is now being sold through the slot. Starting with chewing gum and matches, the Consolidated Automatic Merchandising Corporation now offers devices to handle cigarettes and tinned tobacco, candy, shoe strings, stockings, fans and a great number of other products.

A man came to them a short while ago with a suggestion that they push the sale of paper umbrellas, at, say, 15 cents each (each umbrella being good for two or three rains, and quite popular abroad) but the suggestion has not yet been accepted.

The automatic cafeterias are still doing a good business in pies, "Salisbury steak" and beverages.

The Conquest of Color

The Eastman Kodak Company has followed up the Vanity Kodak (their vest-pocket model introduced in several colors and with cosmetic accessories last winter) with the familiar Brownie, now also in color—red, blue, green, gray and, of course, brown. And the Cannon Mills announce their first all-colored towels—in peach, orchid, jade, maize, rose and turquoise.

The cameras are intended to harmonize with the costume; the towels with the latest shades in bathroom fixtures. More conquests for color.

Call for Mr. Jones

The Temple Corporation, who make radios in Chicago, have a private broadcasting system right in their factory. A microphone stands beside the telephone girl's switchboard. In case the man you want to see is not in his office, she broadcasts the call throughout the plant.

Tooth Inspectors

If you have any doubts of the condition of the back of your teeth you may now save most of the cost of a visit to a dentist by buying a Dentalaid mouth mirror for 25 cents to \$1. The principal difference between the various mirrors is in the length of the handle.

YOU DON'T FATTEN *profits* IN SKIM-MILK Markets



*An editorial by
W. C. Dunlap, Vice-president
in charge of Sales
The American Multigraph Sales Co.*

Do you know your market?

SUCCESSFUL business managements today have developed a "cream-separator" technique. Concerns which grow amid today's keenly competitive conditions have learned to take their nourishment from markets rich in profit . . . and to waste little or no effort on markets that are too lean to furnish a living.

Dividing lines between "cream markets" and "skim-milk markets" may be geographical, financial, industrial, or occupational . . . or a combination of all four. The study it takes to determine them is well worth the effort. We have proved this to our own complete satisfaction by rigorous test and experiment. We say selective selling is the solution for

today's most pressing business problems because we have seen it work.

For more than two years we have concentrated our major sales effort on preferred prospects . . . those prospects who, as indicated by statistical analysis, were in the best position to absorb our factory output. To assist in carrying out such a program, we have developed new Multigraph equipment which simplifies selective selling to a greater degree than was ever before possible.

Here are the results: (1) Greater total sales volume than ever before; (2) Marked increase in net profits; (3) Larger earnings for our salesmen; (4) Uniformly improved collections.

We shall be more than glad to discuss our experience in detail with any executive who is interested. Address your request to W. C. Dunlap, 1832 East 40th Street, Cleveland, O.

There's a new **MULTIGRAPH**
for today's new selling conditions



What makes New York the world's richest market?

THE 2,500,000 people here who are engaged in gainful occupations . . . who are the wage earners in two million Metropolitan New York homes . . . where nearly ten million consumers reside—make this the world's richest market!

Of this number, more than 812,000 are engaged in manufacturing. Nearly 140,000 are employed in the building trades. Transportation furnishes occupations for more than a quarter million of them.

392,000 are engaged in business. 168,000 are engaged in professional services. Public service activities furnish employment for 60,000.

These are the workers . . . and a large share of the spenders . . . among the 9,835,000 people who live within the boundaries of the huge New York Market.

And there is just one way to reach the largest share of them in every income group throughout New York's five boroughs and its wealthy suburbs. That is through the newspaper that goes into the homes of 603,000 families here each day. The newspaper through which their buying preferences are moulded. The one dominant evening newspaper in the New York Market through which you may tell the worthwhile homes of New York the story of your merchandise and your services . . . the New York Evening Journal.

This is the one evening newspaper through which you may gain dominant sales in this largest, most important and richest of all markets . . . and at a single advertising cost!



NEW YORK EVENING JOURNAL

One of the 28 HEARST NEWSPAPERS read by more than twenty million people

NEW YORK:
9 East 40th St.

CHICAGO:
Hearst Building

DETROIT:
General Motors Building

ROCHESTER:
Temple Building

BOSTON:
5 Winthrop Square

PHILADELPHIA
Fidelity Philadelphia Trust Bldg.

*Member of International News Service and Universal Service
Member of Audit Bureau of Circulations*

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME EIGHTEEN, NUMBER TWELVE

NEW YORK, N. Y., JUNE 22, 1929

Every Industrial Market Has Its Peak Season—Cash in on It!

AN "Industrial Solicitation Chart," prepared by the Sales Promotion Division of the White Company, Cleveland, manufacturer of White motor trucks and buses, has aroused unprecedented enthusiasm throughout the company's entire sales organization, and a discussion of the plan may prove of interest to other manufacturers, the buying habits of whose customers are influenced to a certain extent by the seasons.

There are approximately 1,500 classes of hauling problems, which, for convenience, we have classified in twenty-five major vocational groups. The business of these truck owners is usually seasonal and, consequently, their truck buying is likewise seasonal. They buy trucks when they need them, usually about the beginning or height of their own peak season. Bottlers, for example, buy most of their trucks during February and July; about the beginning and middle of their heavy hauling season. They buy some trucks during other months, of course, but statistics show these are their peak truck-buying months. Similarly, the other twenty-four vocational groups have their peak truck-buying months and their dull seasons when they are very unlikely to buy additional hauling equipment.

Obviously, the time to direct the most active and intensive selling effort toward any one of these vocational groups is during that group's peak buying month or months. Equally obvious is the fact that salesmen should be warned well in advance of the approach of these peaks and should make suitable preparation to solicit them, while the sales executives should



Here is a simple method for planning solicitations to industrial buyers at the time of year they are likely to be in the market for the biggest orders. It is simple, it is sound, and it is adaptable to any line of business. Every firm that sells to industry can use it.

BY SAUNDERS JONES

Vice-President, The White Company, Cleveland, Ohio

prepare the way for their salesmen by proper promotional work.

We have known all this for a long time and have been governed accordingly. For several years we have maintained a monthly record of sales by districts, models and vocations. We knew from this record when the peak buying period of any given industry was approaching. The men in the field knew it also, but we didn't neglect to remind them of it from month to month.

There appeared to be a need of some kind of guide, however, to keep

sales executives constantly apprised of the approach of such peak truck-buying months well in advance, so they could make the proper preparation.

With this purpose in view we made a careful study of the data and listed the peak buying month or months for each of the twenty-five major vocational groups. We then took a disc of cardboard and drew lines from the circumference to the center to divide the disc into twelve parts, representing twelve months. Each of these divisions was then a segment, the apex of which was at the center of the disc.



This peak season chart was made up from a study of monthly sales records of the White Company by districts, product models and line of business of buyers

The names of the months were printed in the proper spaces at the edge of the disc. Beneath the name of each month, in large red type, were listed those industries which were known to buy most of their trucks during that month.

But we also wished to apprise field sales executives of the approach of these peak months, therefore those industries whose peak buying month came next were listed in large black type beneath the list of those whose peak buying month was current. Beneath this second list, near the apex, we listed in small black type those industries whose peak buying season came the second month following.

The names of the four seasons or quarters of the year were printed around the spindle in the center.

The disc was mounted to stand on a desk or place on the wall and turned from month to month to bring the current month to the zenith.

Thus, when January, for example, was at the zenith, one was reminded at a glance that January is the peak buying month of department stores, public utilities and the petroleum industry, that bottlers and coal and ice dealers buy most of their trucks during the following month, and that March is the peak truck-buying month of a long list of industries, all of which are listed in small black type down toward the apex of the triangular space assigned to January.

When the chart was turned to February the list of industries printed in large black type in the January space was at the top in large red type, those

Because of the necessity of making careful preparation before calling on prospects in any given industry, this solicitation plan has proved particularly helpful.

which had been represented in small black type in the January space had been elevated and printed in large black type, and the list of industries whose peak truck-buying month is April was printed in small black type.

The primary purpose in preparing the chart was to provide a guide for sales executives in the field. It was thought the branch manager or dealer, sales manager and analyst would find it helpful in planning industrial paper advertising in getting out direct-mail on time, listing prospects and giving the salesmen special instructions regarding the industries on which they were soon to call.

Evidently, they did find it helpful, or thought they would, for when they received copies the factory was flooded

(Continued on page 620)

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Why Have the Chain Stores Succeeded?

BY ROBERT W. LYONS*

*Executive Secretary, National Chain Store Association,
New York City*

THERE has been a popular tendency to ascribe the success of chain stores to their tremendous buying power. This great industry has prospered because it has brought a deeper penetration and a finer interpretation of public service to the task of retailing.

I believe I can demonstrate to you what a fantastic illusion is the assumption that chain store success is based upon buying power or any unfair advantage. Let us take the problem of merchandise turnover as an illustration.

Difference in Turnover

The Harvard Bureau of Business Research has determined that the average turnover in the wholesale dry goods field is 3.4 times per year, which means that one turnover is accomplished each 107 days. The same authority has also determined that the average turnover of the average department store which must get its supply of merchandise from the wholesale dry goods house is 2.1 times per year. This means that a complete turnover is accomplished every 174 days. Contrast the above figures with those from one of the leading chains of department stores. This chain of department stores turns its stock 4.3 times per year, which means once in every 85 days. Observing that the independent department store which competes with this chain must purchase its merchandise from the wholesale dry goods house, it follows inevitably that we must add the days required for wholesale turnover to the days required for retail turnover in order to determine the time which elapses while this merchandise travels from the manufacturer to the consumer. To reduce it to its simplest terms, this means 281 days.

Assuming that the carrying charges of the average inventory are fairly set at a rate of 6 per cent, let us consider for a moment what the above illustration means in dollars and cents. The average inventory for the chain department store group for the year in question was \$20,042,480. Its carry-

ing charges, with a turnover every eighty-five days, amounted to \$280,045.28. Let us assume that both the wholesaler and retailer in this case are able to buy at the same price as the chain store. Then, based upon an equal inventory and with a combined total turnover of 281 days, the wholesale and individual retail dry goods merchant must have paid a carrying charge of \$925,796.65. Thus it will be apparent to you that through scientific control of inventory and turnover alone the chain store system referred to is effecting a saving of \$645,751.40 every eighty-five days. Let those who say "there is no magic in the science of management" give thought to the significance of these figures. Just as the secret of mass production is to be found in standardized articles produced at small unit profit, so the secret of mass distribution is to be found at the same source. The chain store, and those who have profited by its example, are now attempting precisely this service for distribution.

No Greater Ratio of Failures

To those who charge the chain store with strewing the highways of commerce with the wreckage of many businesses, I must reply that the ratio of failure among independent merchants is no greater now than it has been for forty years, according to the figures of Dun and Bradstreet's. I do not assume to state that the development of the chain store is not causing some dislocations in the field of business. To the extent that such dislocations are an inevitable part of the progressively better public service they are inescapable.

To those who say that the chain stores are drying up the springs of opportunity for young men throughout the country, I would answer that throughout the history of independent retailing nine out of ten individual merchants have failed in each decade. And the ratio has scarcely varied a fraction during these great years of chain store growth.

There are those who charge chain stores with paying starvation wages. I must point out that no chain store

(nor any other business enterprise) is ever able to secure regular and competent help at a wage which is lower than the average standard of wages paid for similar services in a given community.

To those who charge that chain stores pay less taxes than the local merchant, there are many answers. The first is that the chain stores pay more taxes per store in every field we have investigated than do similarly situated independent merchants. Again, while the chain store may not own its property, it pays a rental for every foot of space it uses.

Have Increased Taxes

Indirectly, the chains have increased the taxes of this land unbelievably. Directly they have contributed to an enhancement of real estate valuations running into unimaginable figures.

To those who charge that the growth of chain stores tends to create a monopoly controlled by a few, with vast power for potential harm, I can only point out that there are in this country today more than 6,000 chain store companies operating under separate ownership and management, each in competition with the others in its field.

To those who see in the chain store an added mechanization of our civilization and who deplore the passing of the old-fashioned merchant let me point out that the building of the first wagon road began the movement which has led to the chain store of today. From that hour no merchant in this land has been able to force the people of his community to trade with him, or define the limits of his own potential territory. The railroad added empires to the area which one man might cover in search of the best price. The automobile has intensified his capacity and extended the movement still farther. The chain store is but another child of the economic destiny which, through countless generations, has given us better and better methods through which an ever-widening human circle is enabled to secure the necessities and the simple luxuries of life.

(Continued on page 614)

*From an address delivered before the Pacific Advertising Clubs Association Convention in Oakland, California, this week.

Some Live Wire Ideas for the Salesmen's Portfolio

Many concerns troubled with the problem of the failure, on the part of the salesmen, to present a systematic, logical sales story, have found a good portfolio an effective tool. How several leading companies planned effective portfolios is told here.

BY JOHN J. McCARTHY

THE salesmen's portfolio today commands an important consideration because experience has repeatedly proved to advertisers and agencies that it can make or smash an advertising campaign. The salesmen's portfolio is the accepted opening wedge to secure dealer interest in a campaign; the prospectus to intrigue him to extend stocking goods to be advertised, and to keep his interest from lagging while the advertising is appearing.

To get a retailer nowadays to become even mildly interested when you show him a portfolio is not the simple task that it used to be. A few years ago you could impress a dealer with any kind of a portfolio, as long as it announced to an anxious world that your product was nationally advertised. The modern dealer is not so easily awed.

The increased attention that some advertisers are giving their portfolios is bearing results. Unique, compact and effective books are the rule rather than the exception today. Furthermore, their effect is double-barreled. These modern portfolios not only go over with the dealers, but they are instructive aids to the salesmen. They definitely educate and sell salesmen on their own company and its products.

A typical instance of a portfolio which successfully performed this double educational and selling job was one issued by The Borden Sales Company. This organization has several hundred men selling the full Borden line of six products. Each of these products has a separate sales story and advertising story. Yet the Borden Company devised one complete port-

folio which, covering all of these products, with their individual sales and advertising stories in a brief and interesting form, sold the products to the salesmen and their customers at the same time.

This Borden portfolio was arranged in primer style. A separate section was devoted to each product. For example, in the Borden's Eagle Brand milk section, the technical story about the product itself, the complete details of the national advertising, the dealer material, etc., were set forth in simple, easy-to-read language. The same style prevailed in the sections given over to the other Borden products.

In the cover of this Borden portfolio was a heavy leather strip serving as an easel. Thus, the Borden salesman could adjust his portfolio on a counter for the dealer to read.

Another decided advantage of this Borden portfolio was that it simplified getting up a portfolio for special salesmen who do not carry the full line but who specialize in selling only one Borden product. To provide special salesmen with portfolios, the section devoted to the product which the special salesman happens to sell was removed from the complete portfolio. This section was bound with a separate cover and the special salesman had a portfolio of his own.

A novel portfolio idea which went over splendidly in the petroleum industry was originated by Allen B. Tint, former advertising manager of the Indian Refining Company, now general manager of the Peerless Oil Company. For years Mr. Tint assembled portfolios for the Indian salesmen. One year he decided to let

them make up their own portfolios. And they did—very successfully.

Here's how Mr. Tint worked it. He supplied salesmen with a black cardboard book resembling a photograph album and instructed them to insert in the forepart of the book the usual portfolio material, such as magazine proofs, information concerning dealer helps, etc. The back section of the portfolio was to be reserved by the salesmen for local testimonial letters, news items pertaining to the petroleum industry and other material which the salesmen thought would make good sales talking points in their territory.

This section of the portfolio was called the "Scrap-Book" and was incorporated into the Indian portfolio because Mr. Tint felt it paved a way for the salesman to inject some of his own personality into his portfolio. Furthermore, this scrap-book section stimulated salesmen to take an interest in the petroleum industry as a whole. Through this new interest Mr. Tint collected valuable data for his own sales work.

Encouraging Originality

As a special inducement to capture the salesmen's enthusiasm for this "scrap-book" idea Mr. Tint offered prizes to the salesmen whose portfolios contained the most original presentation of this additional information.

"For the first time in my long experience in the oil business salesmen showed real pride in their portfolios," he said. "They regarded their portfolios with the enthusiasm an actor has for his clipping notice book. They scoured petroleum trade papers for newsy and pertinent items which they could paste in their portfolios. They obtained testimonial letters from their best customers and even photographs of their customers' filling stations illustrating how these customers used the Indian's dealer signs to advantage. They even worked up original sales ideas which helped the trade step up their gallonage on Indian products. Success stories on these ideas duly appeared in the scrap-book portfolio.

"The natural outcome was that the Indian portfolio, instead of being the usual stereotyped portfolio, was a per-

sonalized and localized portfolio—something really different.

"I made a number of trips into the field," continued Mr. Tint, "to see how the scrap-book portfolio went with the trade. I can say truthfully that the dealer relished looking over this Indian portfolio. Often as the dealer would be looking through the scrap-book section he would come across an item or letter concerning some rival dealer in an adjoining town. Since he was acquainted with this man's reputation as a successful operator, he would immediately make inquiries on what progress this rival was having with Indian products.

"This question afforded the Indian salesman an ideal opening to drive home clinching arguments, because he was talking about someone whom the dealer knew was an operator who would not take on a brand of oil products unless he could make real money with it.

"This scrap-book portfolio never rested in the rumble seat of a salesman's car while said salesman was conferring with a dealer. Not this portfolio. The salesman was too proud of it and, hence, he never passed up an opportunity to show it."

Another indication of real progress in the designing of present-day portfolios is in their size. Not so long ago the opinion prevailed that the

larger and more bulky a portfolio was the more likely the prospect would be impressed. Giant portfolios seemed to be the rage.

Back in 1923 a salesman selling outdoor space had a portfolio so large that it was necessary for him to have a husky assistant to help him trot it around. This particular portfolio showed exact reproductions in exact size of the board space which this outdoor salesman was selling. When he and his assistant finally got this portfolio propped up one was almost crowded out of the office. Nevertheless, this portfolio was considered a wow idea in those days.

Publication representatives are among those who used to go in for big portfolios. Not a few of their sales books contained human size charts and maps. Like the outdoor man's portfolio,

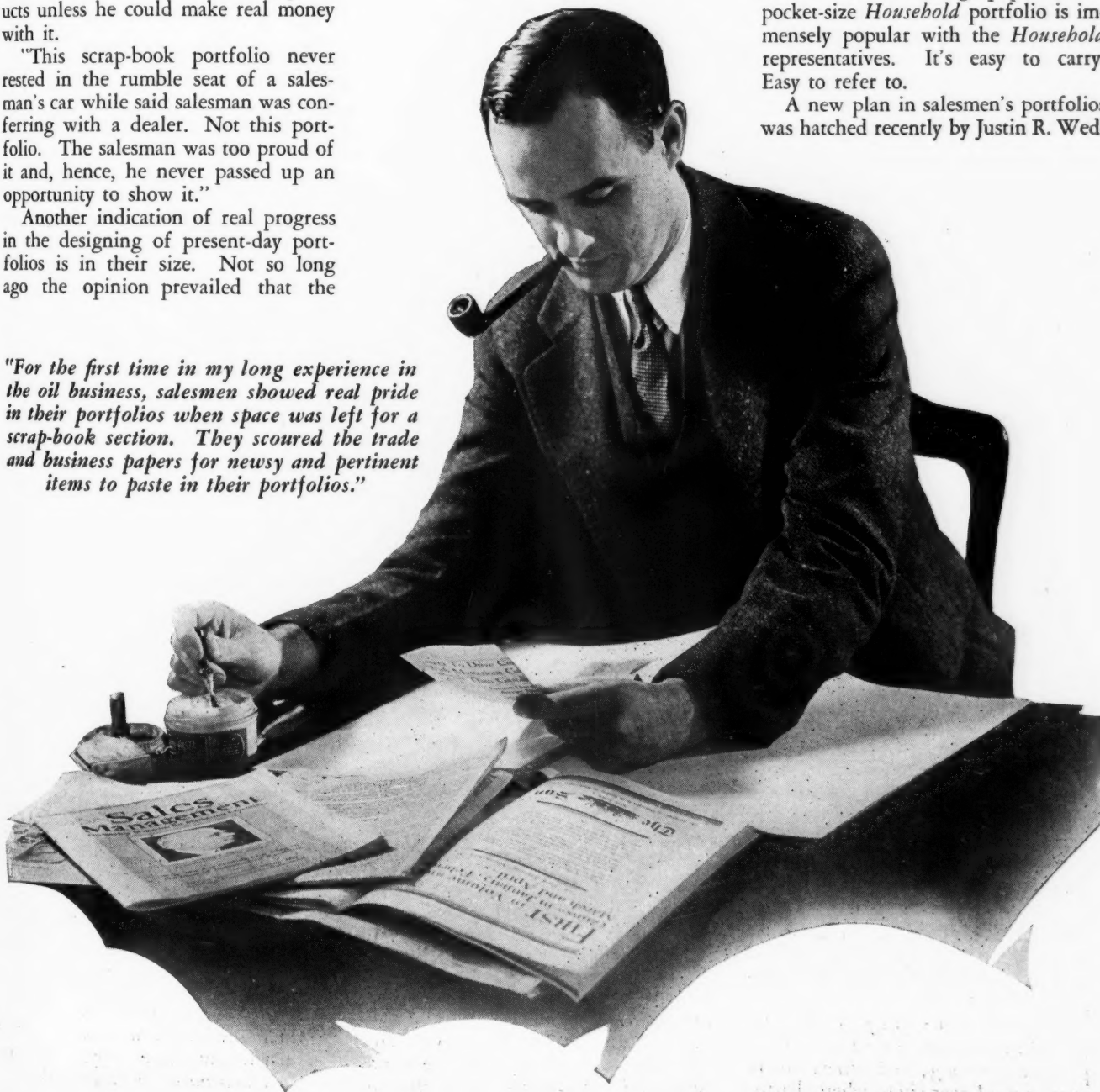
these, too, had a monopoly upon office space.

As a vivid contrast to the old publication men's portfolio is the one designed by Wilbur Davidson, advertising manager of *Household* magazine, for his staff. When a *Household* representative takes out his portfolio there is no shying away of the space-buyer. It's pocket-size. The first impression this *Household* portfolio creates is favorable, because the space-buyer is accustomed to being guided or dragged, as the case may be, through portfolios thrice that size, repeatedly. Hence, at the sight of the diminutive *Household* portfolio, the space buyer calculates that the interview will not be long.

It isn't. Mr. Davidson has arranged the pertinent facts about his publication in a compact, terse and effective form. Besides being popular, the pocket-size *Household* portfolio is immensely popular with the *Household* representatives. It's easy to carry. Easy to refer to.

A new plan in salesmen's portfolios was hatched recently by Justin R. Wed-

"For the first time in my long experience in the oil business, salesmen showed real pride in their portfolios when space was left for a scrap-book section. They scoured the trade and business papers for newsy and pertinent items to paste in their portfolios."



dell, a New York agency executive. Mr. Weddell violated all the time-worn traditions of keeping out of the portfolio any mention of the copywriter who was responsible for the national advertising campaign. Since he had conceived the advertising campaign, why not frankly tell the salesman how and why he selected the copy slant which he used for the campaign. Furthermore, why not tell them why he thought his copy would ring the bell and move the goods.

Being the author of the campaign, Weddell was imbued with just the right enthusiasm to tell what a swell copy job this campaign was. Also, he was able to inject the hurrah spirit into the portfolio. As Kin Hubbard would say, "Enthusiasm is ketchin'." In this instance it was certainly true. Weddell's portfolio was received with acclaim by both the salesmen and the trade.

One pitfall to dealer trouble being studiously avoided by this new and thorough consideration which advertisers are giving to salesmen's portfolio is the problem of local campaigns. In

order to avoid dissatisfaction among salesmen and dealers in the territories which did not receive this local advertising, nowadays, the majority of advertisers have special inserts made for the national portfolios of salesmen in each of the market centers where special local newspaper campaigns are being used.

These special inserts can be made up at small cost. For example, in case of newspaper campaigns you can simply use proofs of the campaign and bind them with a cover giving the whole story of the local campaign. Attractive portfolios of this type can be produced as low as thirty-five cents each. If the local campaign is large enough newspapers and outdoor companies will cooperate with the advertiser in producing these portfolios.

In fact, today all parties concerned—the advertisers, the advertising agencies, the mediums and the salesmen themselves—are wholeheartedly cooperating to make the salesmen's portfolio more than just a rehash of the hackneyed sales story and a batch of proofs.

Consumer "Sale" Spurs Dealers in Special Summer Campaign

BY RUEL McDANIEL

SEEKING some special advertising campaign which would remind the public of the firm's forty-six years in the manufacture of beds and springs, the Southern Spring & Bed Company, Atlanta, hit upon the idea of conducting a special "sale" through dealers' stores which accomplished some valuable results not figured originally in the campaign plans.

"What we especially had in mind," explained E. C. Lyndon, who handled the campaign, "was to call to the attention of the public and to dealers, through an intensive newspaper campaign the long years of service we had been rendering, believing that if we could do that we would strengthen our prestige with both consumers and dealers. And we figured that the simplest way of focusing attention upon our anniversary was to offer some specific inducement for thinking of our firm and products. Thus we hit upon the use of copy that resembled the typical retail furniture or department store advertisement."

Many of the company's dealers are in small towns where mail order competition is strong; and others are in or near the larger cities, where depart-

ment store price competition must be overcome. This "sale" plan aimed at helping dealers to overcome these two competitive factors.

To meet price competition, the company designed its newspaper advertisements somewhat along the lines of the copy used by the competitors, but it illustrated it with modern and liberal art, to add a note of distinction for greater reader interest.

Coming at a time when merchants begin to curtail their buying in preparation for the dull summer months, the campaign created a buying wave on the part of dealers that exceeded any average normal buying period. Instead of merchants retrenching in preparation for summer, this special "sale" campaign showed them the value of pushing the company's products consistently and they rebought, rather than curtailed. Not only did it create a fresh interest in the company's lines on the part of old dealers, but it showed others the possibilities of them.

As a typical example of how the campaign added new dealers, in Asheville, North Carolina, prior to the anniversary "sale" campaign, the company had six dealers, according to

Richard Schwab, vice-president. Before the campaign was half over the firm had twenty-four. Among the new stores taking on the line were two of the leading retail outlets for furniture which the company previously had been unable to interest in any manner with its beds and springs.

"It is one thing to sell beds and springs to dealers," declares Mr. Lyndon, "and quite another to get the dealers to sell them consistently. Although this company is one of the oldest in the business and enjoys an enviable reputation among the consumers and dealers of the South, it experienced difficulty in inducing some dealers, especially those in the smaller cities, to push them consistently. A good salesman can sell practically anything to a dealer, perhaps; but that doesn't mean a great deal to the company in the long run unless that dealer sells the merchandise.

Increased Size of Order

"We had a lot of dealers; but it was difficult to get some of them to stock enough of our lines to keep them interested. It is a well-known fact that it is sometimes worse than failing to sell a dealer to sell him only a small order, because unless he has sufficient money tied up in the line to keep it on his mind, he will not try to sell it. That is one of the problems this special anniversary campaign largely overcame. On the strength of this consumer 'sale' advertising, we were able to induce dealers to stock enough beds and springs to hold their interest. Sometimes our salesmen were able to do that in advance of the advertising; and in other cases consumer demand itself, as a result of the appearance of the initial advertisement, made the dealer take interest. Thus the anniversary campaign laid the groundwork for an exceptional summer business."

The anniversary event was announced in full-page copy, in much the same general style as is used by department stores and furniture establishments in advertising their special sales events. Although the company offered two qualities of springs and beds, only one quality and price were mentioned in a single advertisement. The bed and spring were advertised and priced in combination. The advertisements offered a price reduction, giving the regular price at which all dealers are obligated to sell the lines ordinarily, and the "sale" price during this period. The special price was in odd figures, in mail-order and department store style.

Each advertisement was as timely as department store copy, and each

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Are There Profitless Black Sheep in Your Line of Products?

TO continue as an important factor in this day of aggravated competition, any company should know selling costs of different products in its line. Costs of selling individual products are by no means commonly known but can be obtained in almost any case with reasonable accuracy from a study of present sales records. Once known, the selling costs for any product when compared with the profits automatically suggest where intelligent sales effort is needed. How one company developed an easy method of determining selling costs of each product in its line is described here.

It was necessary for this company selling more than one product to find out how much it was costing to sell each product. To do this, selling costs were charged to each product on the

Many concerns having a line of products do not know where their profits are coming from, and hence cannot intelligently direct the efforts of their salesmen toward concentration on the type of business that pays. This article tells how one company pro-rates sales expense to various items in the line.

BY THOMAS M. McNIECE*

sales management. Nevertheless, in this case, percentage allocations proved workable and enabled the company to realign its selling effort. The percentages shown should not be taken as typical or representative but merely as illustrative. Since the chart is illustra-

a greater amount of time on the most important products—those selling for the greatest total values. Because, however, some sales effort does not result in sales, a share was charged to each product in proportion to the number of buyers of each product—a figure which includes actual customers and immediate prospects. Also, since part of selling the company's line amounted to little more than order taking, the relative number of orders was also considered as a basis.

These percentages might likely vary for other companies with products needing special sales effort, such as demonstration crews, special demonstration trucks, or special divisions in the sales force. If costs for this special effort are readily tangible, they should be charged direct to the product, otherwise figures in terms of percentages on the whole selling expense.

Such was possible with a large pump company making a locomotive specialty. Being a new product with a potential market of 60,000 locomotives, and only one real competitor, as

I—Master Allocation Sheet (Percentages)

Cost of Selling by Departments	Sales Value	Number of Customers	Number of Orders	Number of Items
Sales, Salaries and Expenses	50%	30%	20%	..
Order and Billing Department	75%	25%
Traffic Department	100%	..
Warehouse	25%	75%
Administration	75%	..	25%	..

following bases: sales value (total gross sales), number of actual customers (and immediate prospects), number of orders, number of items, and direct charges proportionally for each product.

Chart I shows the master allocation sheet. The relative percentages of the different expenses on this sheet were determined in executive conference. Once this percentage basis was established, the remainder of the accounting work necessary to obtain the actual costs became a simple function of the cost department.

Percentages on this master allocation sheet are, of course, dependent upon the type of business. They may not necessarily be minutely accurate. They may change with the technique of the

tive only, the departmental list is not complete.

How executives settled on these percentages may be of interest to other companies contemplating a similar move. In the case of salesmen's salaries and expenses, for instance, it was known that salesmen ordinarily spend

II—Monthly Allocation Sheet in Dollars of Actual Costs

	Operating Costs	Sales Value	Number of Customers	Number of Orders	Number of Items
Sales, Salaries and Expenses	\$10,000	\$5,000	\$3,000	\$2,000
Order and Billing Department	2,000	1,500	\$500
Traffic Department	500	500
Warehouse	3,000	750	2,250
Administration	1,000	750	250
Total	\$16,500	\$5,750	\$3,000	\$5,000	\$2,750

* This is the second of two articles by Mr. McNiece. The first, entitled "The Unprofitable Order: How to Spot It," appeared in SALES MANAGEMENT for June 15.

III—Monthly Product Allocation Sheet (From Month's Sales Record)

	Sales Value	Per Cent	Number of Customers	Per Cent	Number of Orders	Per Cent	Number of Items	Per Cent
Product A	\$60,000	64.5	500	45.5	100	28.6	100	20.0
Product B	30,000	32.3	400	36.4	200	57.1	300	60.0
Product C	3,000	3.2	200	18.1	50	14.3	100	20.0
Total	\$93,000	100.0	1,100	100.0	350	100.0	500	100.0

much as 15 per cent of the total sales volume was invested in selling, while the regular old-line products of the corporation entailed only about 2 per cent of gross sales volume for the same purpose. Also, because the sales and demonstration force was specialized on this product, the charges could be made directly to the product.

In making the second division on Chart I, the costs of the order and billing department, it was felt that the number of orders and items were of major influence in determining the size and cost of the department and were quite independent of the value of the products sold. The time required for the receipt of the order, entering and typing of customer's name and address and other details of shipping instructions was dependent on the number of orders. Each additional transaction, that is, each additional order, required more clerical work and this was not affected by the individual value of the order in terms of sales value. The time required was also found to be partly dependent upon the number of items on each order. Each order, however, on its upper half, required several routine entries, whether the number of items was one or a hundred. Those operations which required time proportional to the number of items were, for example, checking specifications, pricing, typing, rechecking, etc.

The third factor on Chart I, the cost of the traffic department, required no percentage division because its work is solely that of routing orders. Naturally, the number of orders determines the number of clerks necessary.

Warehouse costs are largely depend-

ent on the number of items handled. The cost percentage was figured rather arbitrarily, otherwise the essential facts would be lost in a maze of minute calculations. Many factors enter into a calculation of warehouse costs. Some items have a large cubic content a dollar sales value and assume, therefore, a larger share of warehouse space. Offhand, it might seem these would upset any rough percentage allocation. However, the product which has small cubic content a dollar of sales value usually requires a different type of handling and, therefore, in the long run makes up for the difference in cost. For instance, a small high-priced product may be kept under lock and key to prevent theft. When it is packed for shipment, more care is taken. While in terms of its use of warehouse space it is much cheaper to handle than a bulky inexpensive product, this difference might be made up by the fact that the bulky product does not need the handling care and consequently costs less to move in and out of the warehouse.

Referring again to Chart I, the administrative department was charged so largely to sales value because it was felt that executive time would, in the long run, be divided largely in direct proportion to the value of the product. The time of junior executives was considered largely dependent upon the volume of routine transactions which, of course, were dependent on the number of orders needing sales management attention. Again it should be mentioned that these percentages are illustrative rather than typical and would call for serious study in any individual case.

Chart II represents the percentages established in Chart I, figured in actual dollar costs for a monthly period.

Taking the sales records for the same month, Chart III is made up in terms of percentages. Using the dollar totals of Chart II, the percentages of Chart III are established in dollars on Chart IV. For instance, on Chart III the percentage of sales value for Product A is found to be 64.5. Using the figure of \$5,750 from Chart II under the sales volume column, 64.5 per cent of this is \$3,709, which is placed opposite Product A under the relative sales value column on Chart IV. The procedure is the same for the other products and relative percentages. The direct charges appearing on Chart IV are for advertising, and are added to the total for each product across the sheet. The totals at the right of the Chart IV represent the cost of selling each product. In the case of Product A, a division of the total cost of selling, that is, \$10,054, by the sales value of the product for that month, \$60,000, gives the percentage cost of selling, or 16.8 per cent, as shown in the last column.

A glance at the comparative percentage of selling costs for each product shown in the last column indicates a variation of almost one to five times, that is, Product C costs relatively five times as much to sell as Product A. Contrast these results with those secured by applying selling costs to each product, according to the average rate on all products. Comparing these costs of selling with the profit margin

(Continued on page 621)

IV—Monthly Product Allocation Sheet (in Dollars, Actual Cost)

	Sales Value	Relative Sales Value	Relative Number Customers	Relative Number Orders	Relative Number Items	Direct Charges	Total	Per Cent Selling Cost
Product A	\$60,000	\$3,709	\$1,365	\$1,430	\$550	\$3,000	\$10,054	16.8
Product B	30,000	1,857	1,092	2,855	1,650	1,500	8,954	29.8
Product C	3,000	184	543	715	550	300	2,292	76.4
Total	\$93,000	\$5,750	\$3,000	\$5,000	\$2,750	\$4,800	\$21,300	22.9

How Tubize Preserves Ide Through Re-Manufacturentity

Here is an advertising and merchandising plan which is saving one product from the fate of the anonymity that so often results when a basic material passes through the hands of several intermediaries before reaching the ultimate consumer. An intelligent use of trade papers is one of the big factors in its success.

BY E. V. PETERS

*Vice-President, Tubize Artificial Silk Company of America,
New York City.*

VARIOUS things may happen to any product on its way from the maker to the consumer. And sometimes, as in our case, these incidents along the way to the consumer may comprise the most important marketing problem. "Tubize," as our product is now known, is an artificial yarn manufactured by the Chardonnet process from cotton. It has been proved by authentic tests to be 27 per cent stronger than other artificial yarns and it has a deep velvety finish.

Before Tubize reaches its consumers, it must be knitted or woven into fabrics, either alone or in combination with other yarns. There are a variety of other processes that it must pass through such as dyeing, sizing, softening, bleaching and so on. Furthermore, in the majority of cases, before reaching the consumer, fabrics made of Tubize yarn are cut out and made into garments, scarfs, curtains, sheets, umbrellas and all sorts of articles. If there is a slip-up anywhere along the line the satisfaction that Tubize gives to the consumer may be lessened.

When operation of the company's plant at Hopewell, Virginia, commenced in 1921, we had no adequate way of safeguarding the quality of our product as it was affected by these intermediary stages of manufacture. We had one salesman who visited mills. Textile manufacturers were not unappreciative of the excellence of this new product, and a gradually in-

creasing demand for the yarn was developed. But there were these intermediary stages that the yarn had to pass through which, in the forms that it finally reached the consumers of it, often impaired its value. Furthermore, even though a fabric might be of superior quality because of the Tubize yarn employed in its construction no one except the maker was conscious of this. The remedy we finally decided to apply to these somewhat unsatisfactory marketing conditions was advertising, and educational sales promotion work with manufacturers and retailers.

That was in 1924. In that year we had marketed our yarn pretty much wherever, and pretty much under whatever conditions were possible. Since then, by help of advertising and educational effort, we have each year increased the demand for Tubize. More important still, the certainty of the demand has been greatly strengthened, and the unsatisfactory conditions which formerly jeopardized its quality on the way to the ultimate consumer have been remedied.

But to begin, we needed facts, interpreted in such a way that they could be effectively utilized in the proposed



The mills and manufacturers using Tubize feature that name in their advertising, and Tubize, in return, plays up the names of these concerns and their products, in their own promotion.

advertising and sales program. We organized a sales technical advisory department. This department began to relate the qualities of Tubize to its various uses, and to compile data about them, for the benefit of our salesmen and for use in the preparation of advertisements. The public in general at that time knew little about artificial silk. Even the mills, wholesalers and retailers were in many cases incompletely or erroneously informed regarding various of its characteristics.

There was a tendency to lump all artificial fabrics into one classification, both on the part of the public and the mills. Too often the characteristics of Tubize were confused with those of inferior products. One of our earliest efforts to let in the light took the form of an educational booklet. It was entitled, "Artificial Silk," and was, we believe, the first American book to

describe artificial silk. We announced the booklet in trade-paper advertisements, offering to send it to those interested without cost. Requests for it were received by the thousands.

The booklet described in detail the process of the manufacture of Tubize. It told of the increase in production and consumption of artificial silk in America, which had risen from 15,500,000 pounds in 1921 to 33,000,000 pounds in 1923. It pointed out that in three short years this man-made textile had gone considerably beyond the half-way mark in assuming equal importance with the age-old natural product. It emphasized that artificial silk was a new textile, rather than an imitation of an old one, and that there are as many different kinds of artificial silks as there are other textiles. It was pointed out that artificial silk is never weighted, that it is not subject to the violent price fluctuations of other textiles.

Identifying Tubize

Demand for the booklet indicated a widespread interest in artificial fabrics. The next problem was to hammer home the special merits of Tubize. The necessary preliminary step to this was the identification of our product. Tubize, the town in Belgium where the yarn was first commercially produced, was adopted as a trade-mark, and so registered, written in Japanese style letters. To impress this name and the superior qualities of Tubize upon makers of fabrics, wholesalers, garment manufacturers and retailers, we advertised in the trade press. A method of picturing the pronunciation of Tubize came naturally to hand and was prominently featured in earlier advertisements. This consisted of two honey bees entwined with a silken thread, and the explanatory phrase, "pronounced two bees." The two bees are still employed as a supplementary trade-mark, though the explanatory phrase is no longer necessary.

The earliest advertisements were devoted to explaining the nature of Tubize. Several were illustrated with a drawing of Count Hilaire de Chardonnet, and told of his scientific pioneering finally resulting in Tubize in its present perfected form. Such mediums were employed as *American Wool and Cotton Reporter*, *American Silk Journal*, *Cotton*, *Daily News Record*, *Silk*, *Textile World*, *Underwear and Hosiery Review*, *Dry Goods Economist*, *Women's Wear* and *Knit Goods Weekly*. As time went on, it became apparent that its chief recommendation as compared to other similar textiles is its strength. This has been emphasized in all Tubize adver-

tising, though its soft and velvety finish as the recommendation to consumers is also stressed.

A recent advertisement appearing in the trade press to department stores, and also in *Vogue*, extensively followed by department store buyers, read in part as follows: "The newest fabrics of superb fineness are made of Tubize. From Paris comes the call for even sheerer, more delicate gossamer fabrics and Tubize responds as the ideal thread from which to make them. Woven by artisans in our own American mills. . . ."

Nor has the value of specialized appeals to various users of yarns been ignored. In earlier efforts, a series of advertisements was employed in the *Silk Market Weekly Digest*, *Silk* and the *American Silk Journal* on the theme of "How the Great Strength of Tubize Benefits the Manufacturer." A typical one was captioned, "To Save Time." It read in part, "To provide your looms with yarn of doubtful strength is to invite inefficiency. Frequent breaks, idle machines. . . ."

An advertisement in *Silk and Knit Goods Weekly* mentioned the Knitting Arts Exposition during April in Philadelphia, and invited visitors to inspect "fabrics of distinction" made from Tubize, at the Tubize booth. The Boston Curtain Show was similarly mentioned in advertisements in the *Daily News Record*.

Teaching Salesmen

As this advertising was going on, sales volumes began to increase, and it became possible to add to our selling force. The technical division was called upon to keep pouring out a fresh grist of facts and information for sales, advertising and other forms of educational effort. We began to call our salesmen together regularly and frequently to teach them at first hand from those in charge of the work just what we were doing in advertising, and in the way of service and in education of mills, manufacturers, retailers and the public, and in technical research.

As a result of this educational advertising and sales effort there was not only an increase in the volume of sales, but more and more relations were built up with manufacturers of quality products. The department store buyers, who might have seen Tubize advertising in the *Dry Goods Economist*, *Vogue* or *Women's Wear* frequently wrote asking where they might secure cloth or garments made from Tubize. We were, of course, glad to refer them to mills or garment manufacturers engaged in making a high quality product which worthily

presented our product to consumers.

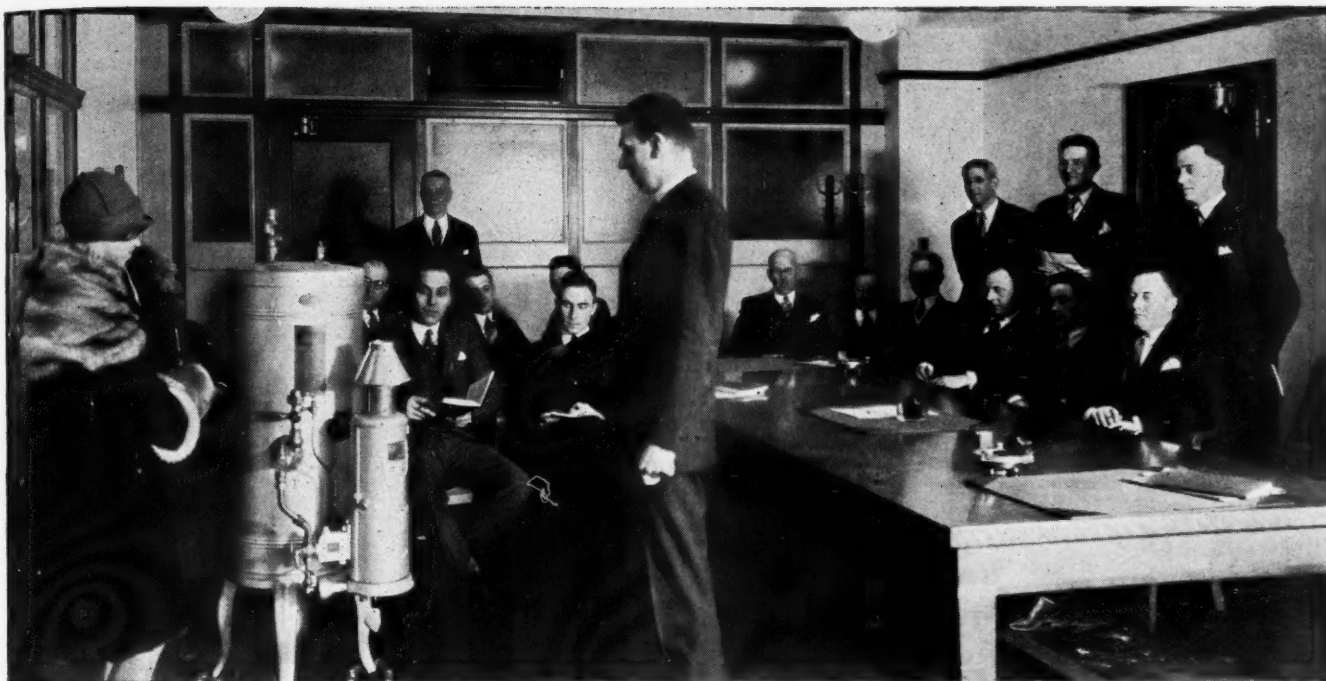
From this beginning, even closer relations of helpfulness between Tubize and certain customers soon began to develop. We saw in the development of such relationships the practical way of protecting the quality of our product on its indirect route to the consumer. A year ago, we began the practice of licensing certain manufacturers using Tubize in fabrics, or in garments, to mention it in their advertising, and to attach tags and labels to their products indicating it. The name was so well established by that time that mills and manufacturers cooperated readily. We, in turn, found it to our advantage to mention in our advertisements the products of these licensed mills and manufacturers.

Cooperating with Kayser

The first firm we cooperated with in this way was Julius Kayser & Company, which employs fabrics made of Tubize in the manufacture of its Triconese underwear for women. It was to our advantage to mention Triconese underwear as a product made of Tubize because we knew it was a high-grade product, skillfully and carefully manufactured. Since then, we have found it advantageous to permit other manufacturers of high-grade articles to use our name. The Pepperell Manufacturing Company, which utilizes Tubize in its Lady Pepperell sheets, is a concern with which we have recently made this arrangement.

A recent advertisement appearing in publications which are read by department store buyers, featured Naco georgette made by the Nathan & Cohen Company, of New York. It read in part, "The newest Naco georgettes of Tubize are made by Nathan & Cohen Company, Inc., of New York, who guarantee them color-fast, and, like all their Tubize fabrics, most satisfactorily washable. And don't forget when you ask to see them, that Tubize yarn means extra wear, for it is 10 to 20 per cent stronger than rayon or any similar yarn."

Proofs of these advertisements are employed as mailing pieces. They are supplied in quantities each month to mills and garment manufacturers for redistribution to their customers, and they are also mailed directly to department store buyers. Likewise, advance proofs are supplied to salesmen, and frequently supply a news foundation for an effective sales presentation. The advertisement quoted, on Nathan & Cohen Company's Tubize georgettes, has a news element suitable for exploitation in sales presentation in the statement, "This lovely new fabric
(Continued on page 618)



A few of the 3,000 gas salesmen enrolled in the American Gas Association's domestic salesmanship course of six units. The sales course was built on material gleaned from a country-wide survey of the gas appliance industry.

Gas Industry Prospers Under Nation-Wide Sales Training Plan

BY J. W. WEST, JR.

*Secretary, Commercial Section, American Gas Association,
New York City.*

AFTER a century of expansion the gas industry has found its greatest competition, not in other types of fuel, but in organized and scientific salesmanship—the sales ability of all industry and business trying for a share of the consumer's dollar.

Formerly the gas industry believed its immediate selling goal was that of wresting business from another type of fuel; today its sales objective is a larger share of the consumer's dollar, against all comers, with the quota limited only by the power of that salesmanship.

The strength of this new attitude is shown by the \$75,000 the gas industry's members have paid for more than 3,000 six-unit sales courses, at \$25 an enrollment.

On May 21, 1926, the advisory council unanimously approved and the executive board adopted, the following three-to-five-year program of American Gas Association sales activ-

ities: "That intensive efforts be made to secure cooperation within the gas industry and with all practicable enterprise and activities outside of the industry, to improve selling methods, to stimulate selling efforts. . . ."

To date, the industry has been thoroughly surveyed, a sales training course prepared and more than half of the industry's sales people enrolled in this course, with more than 4,000 enrollments expected by October, 1929, the completion of the first year.

Beginning April, 1928, a corps of investigators supplied by an outside organization, was sent to search out information from more than ninety gas companies throughout the United States. In some stores, these investigators acted as customers; in others, they went with outside salesmen as new men needing help; some acted as home owners and asked the gas company salesman to call. In every sales interview these investigators looked for technique; how the salesman

opened up, how he developed his solicitation, how he closed. Sales policies of manufacturers were also studied. From this wide investigation a 1,200-page report was prepared, indicating the best technique found in both floor and outside gas appliance selling. From this report, the sales course was built.

The sales course of six units developed the subject in a practical manner as follows:

Unit I.—Finding out the customer's needs; what questions to ask customers and how to ask them in order to start the sale right; how to avoid the untimely price question; how to find out whether the customer is ready to buy; how to make the quick sale.

Unit II.—Explaining the appliance; how to explain the construction and operation of appliances simply and quickly; how to make the explanation help to sell; what makes an appliance give the best results; the why and how of every appliance from the customer's point of view.

Unit III.—Convincing the customer; how to make a definite plan for selling talk, how to demonstrate

(Continued on page 618)

Shall
We Use

Hard-Boiled C

YES

BY MAXWELL DROKE

President, Business Letter Institute.



U. & U.

Dear Sir:

It seems that you think you are out of reach of the law. You may rest assured that you are not.

I have succeeded in collecting from people who thought they were much more secluded and exempt than you are.

It's my business to know just how to go after people who will not pay an honest bill.

To ignore a kindly letter such as I sent you some days ago, is showing no honest intentions.

I want an immediate answer to this letter, and if I don't get the money or a definite reply, you will soon find that I am one lawyer who does not merely bluff.

WHEN I was young I had some rather idealistic notions about collection letters. I firmly believed that if a bill could be collected, you stood a better chance of collecting through the use of kindly logic. I believed it was a mistake to resort to hard-boiled tactics, regardless of circumstances.

I know now I was wrong.

Understand, I still believe emphatically in friendly, good-natured collection missives. I use scores of them to collect the most difficult of all items—mail-order merchandise claims.

But fifteen years' experience has taught me the imperative importance of the "hard-boiled" appeal.

Ninety-five per cent of the American people are honest; two and one-half per cent are indifferent; and the remaining two and one-half per cent are like the Russian prince in David Copperfield, who paid his bills, "paid as he talked—through the nose!"

The good-natured appeal is quite the thing—up to a certain point. But if we are going to "get under the hide" of the procrastinator and the deliberate dead-beat, we must cease to be "good fellows" and become good collectors. We must be done with meaningless excuses, with dilly-dally and delay, and get right down to brass tacks.

We must write our delinquent debtor:

Dear Mr. ———:

What are you going to do about the balance you owe?

It's one of those questions which simply has to be answered. We feel you really ought to make the decision right now. This account has been dragging along now for more than ninety days. Do you realize that a quarter of a year has elapsed since you purchased the merchandise represented by our charge of \$——, dated June 14?

It will take about a minute of your time to write and mail a check—

(Continued on page 622)

d Collection Letters?

NO

BY R. A. DUNKELBERG

*Attorney at Law, Specializing in
Collections*

LET us suppose you wish to sell a man an advertising campaign—or a book. Under what circumstances should you put your proposition to him in words and figures like these:

"Now, Mr. Blank, I've told you what will happen to you if you don't advertise. You'll be a no-good, a failure, a bum on the streets, a schmoos. Why, a fellow who doesn't advertise is about as low down as a hound dog. He's a pariah among the outcasts. Nobody has any respect for him. And I'm telling you, if you don't take on this campaign within forty-eight hours, I'll start something. I'll go to your competitor and he and I will put you out of business, you dirty low-life."

Try it, if you have the courage, and when you get your ear sewed back on you'll know the answer to the question, "When should one use a hard-boiled collection letter?"

I got into the collection business the first time because a company for whom I did some legal work needed a lawyer. One reason they needed a lawyer was they were trying to frighten people into paying.

I studied this company's collection letters and they made even me angry. Every time I read one of those letters I wanted to go and buy something on credit and then tell the company where to go. They were depressing, those hard-boiled collection letters, making a fellow feel sunk to the depths of degradation, the futility of paying when a man was so low anyone could talk to him like that.

When a man is depressed and quite sure he's a failure in life, he is a poor sales prospect. He decides he'll never make much money anyway and he'd better hang on to what he's got.

That was the way I figured when I got through analyzing those letters, and there I got an idea. It is a perfectly simple, uncomplicated idea, yet



U. & U.

Dear Sir:

Some people who had written you as often as I have about your past due account would get "hard boiled" about now and start waving a club.

I shall not do that. In the first place you know there is a club and I don't believe in waving clubs except to use them. In the second place you have too much sense to be treated as one would treat an ignoramus.

Chiefly, however, my reason for not getting "hard boiled" is that I hate to kick a man when he is down. I feel sorry for the poor fellow who has thought himself into a condition of chronically poor credit. For it is really just a matter of straight thinking that makes or breaks you.

You think you can not pay now. I know you

many really good salesmen and sales managers and business executives miss it entirely. This is it: collecting money is just as much salesmanship as getting the order.

You have to convince the debtor it is to his interest to pay the bill. The sales standby prohibiting negative selling also holds for negative collecting.

I tried it out for the first time some fifteen years ago, and it worked. I made a graph. One line represented the gross amount of collections made with hard-boiled letters and the gross amount with those not so hard-boiled. Another line indicated the percentage of expense in collecting.

The line indicating gross collections started upstairs and the line indicating percentage of collection expense headed for the cellar as soon as I got rid of hard-boiled letters. On accounts involving disputed liabilities, usually many so far gone that lawsuits and collection trips were necessary over fourteen states, the gross collection cost was only 8 per cent, including a telephone, office space and stenographic assistance.

Look for Selling Points

The secret was that I did what any good salesman should do. I started looking for selling points. I searched out objections which might be made. I analyzed those objections and grouped them into classifications. I asked questions and studied why people do not pay bills. I separated the real reasons from the false ones.

Any good salesman knows when a prospective purchaser makes an excuse for not buying, nine times out of ten he is not giving the real reason. So with collections. Any good salesman knows that, nine times out of ten, the fellow who says he cannot afford what he needs is mistaken. That, also, is true of collections. Very few men would be unable to pay their bills if less billingsgate and more tact, sympathy, understanding and real salesmanship were used.

There are two general classes of debtors. First, a very, very small minority of professional dead-beats and crooks. I admit them, of course.

Threaten the dead-beat and what does he do? He stops some lawyer on the street, or gets a curbstone opinion, and learns, perhaps wrongly, that your threat is a bluff. If he is a real dead-beat, the information is correct. There is very little you can do to him. But there is a lot you can cause him to do. You can get him to puzzling and wondering.

If you get rough and tell him you'll boil him in tar, cut his throat,

throw him in jail, ruin his credit, or sue him, he laughs.

The only thing that fazes him is the unknown. Hence, the "amazing" letter. Briefly, this is a last desperate attack. It follows a series of coaxing, courteous, tactful letters—never a threat. It is the nearest to a threat justified. It merely tells the debtor that unless he makes some arrangements for settlement within a specified time, "what we will do next may amaze you." The appeal is to curiosity, and fear of the unknown no human being has ever been able to shake off.

Curiosity a Lure

Strange to say, it works in a sufficient number of cases to justify usage. Hardened old dead-beats have actually been lured by their curiosity to come and try to find out what it is all about. If you won't tell, because you never threaten people, they'll sometimes pay up to see what it is. I'm not writing fiction. I've worked it and seen it work.

The other class of debtor is the fellow who intends well, even though his mental processes may be warped. Perhaps he is short of ready money and fears he will lose opportunities if he lets loose any cash. Threats will not change that attitude. Good reasoning and selling talk are needed.

Perhaps he thinks he doesn't owe the account. If he's angry already, why make him more angry and more stubborn? Angry men are difficult to convince.

Ninety-nine men out of a hundred are ashamed to meet their creditors. That is the reason they won't answer collection letters. Is a hard-boiled collection letter likely to make them any the less ashamed? Only when it makes them angry and determined to cause the creditor enough trouble and inconvenience to even up for the insult.

If you anger the man who can pay his bills and knows he can, you not only lose his business, but you cause him to make you all the trouble he can. He knows his credit is good and doesn't worry what you think about it, because he'll never ask you for credit again, anyway. Usually his failure to pay is pure carelessness and what he needs is friendly, somewhat jocular, recognition of the fact that busy men have notoriously poor memories.

If he is really unable to pay, the debtor is to be pitied. He is blaming himself enough. He may be able to pay part of his debts. He will pay those whose respect he wants to retain. He feels the man who calls him

names will not applaud him for paying up, since the creditor will assume the debt was paid because of a threat. Therefore, having only so much money with which to buy credit and good standing, the debtor naturally buys it where he thinks he will get the most for his money.

The hard-boiled collection letter is based on a psychological fallacy. It is prepared in the mistaken belief that getting red in the face, shaking one's fists and swearing usually indicates the ability to deliver a knockout blow. It is written on the theory that most people are fools.

As a matter of fact, all of us know the man with a real punch up his sleeve seldom shakes his fists or gets red in the face.

What about the fellow who simply will not respond to tactful, courteous, sympathetic treatment?

Personally, I have found the finesse good as a last resort. In other words, I wave a red rag and pink the debtor as he charges. The nastiest letter I ever write is a last shot before real activities begin. It is an unconcealed form letter. It bears every possible earmark of being a form letter—and for a reason.

Three Kinds of Debtors

In that letter I tell the debtor long study has caused me to classify debtors three ways.

First, the dead-beat, the crook, the sneak thief, the man utterly devoid of honor and decency.

Second, the honest man who thinks he doesn't owe the account and sometimes stubbornly and sometimes thoughtlessly lets himself in for trouble which would be avoided by presenting his reasons for not paying.

Third, the man, temporarily hard up, who does himself the injustice of thinking that men and business are not sympathetic and entirely cognizant of the fact that honorable and able men are often in his position. What he misses is the opportunity to talk with someone who specializes in getting people out of that predicament.

"I assume, of course," I conclude, "that you do not come under the first-named class. If I thought you did I would not have tried so hard to show you that my attitude is friendly. Because I do not assume that, I feel sure this final explanation will bring the response it deserves."

Nine out of ten of the type inclined to deserve the first classification immediately try on the shoes and find they pinch. Many come charging up to say so, or sit down to write a red-hot letter.

(Continued on page 624)



Because years of advertising had accumulated an enormous recognition value of the Snowdrift container, the new design had to keep the same general tone and yet be contemporary in feeling.

Special Advertising and Promotion Introduce New Snowdrift Container

IN an effort to keep the container in style, Snowdrift is introducing throughout the country its new two-pound can. Using the same size and colors, to the design alone has been left the burden of maintaining and increasing present sales if possible.

In view of the fact that many years of advertising had accumulated an enormous recognition value in the container, the new design had to keep the same general tone and recognition factor and yet be contemporary in feeling. Since blue and white are colors connote of the purity and whiteness of the product these colors on the new container remained the same.

Because the best design of the present day is simple and, through its simplicity, emphatic, a very simple motif was chosen. Essentially classic, yet modern in its freshness of treatment, this motif was in keeping with the contents of the container through its suggestion of softness and pleasantness.

More white was used in order to emphasize the purity of Snowdrift. The older design motif of the trademark Southern Cotton Oil Company

Many manufacturers have been puzzled as to whether the new sales advantages to be gained through a modernized package would offset the possible loss of good will which might be sustained through abandoning a well-known container. Here is the way one manufacturer handled the change.

arranged in a large S was eliminated as somewhat too tricky for the directness of the contemporary movement in public taste. The vertical lines of the older container were made heavier and spread farther apart.

Introduced first in the South, the new can is now being stocked by dealers on the Pacific Coast. A full-page advertisement in newspapers along with a special dealer mailing piece served as the introductory advertising. All of the following advertisements emphasize the design of the can by its use as an integral part of the advertising arrangement.

For those manufacturers who have been hesitating about modernizing the

containers for their products, for fear of losing the good will the old packages or tins enjoy, Snowdrift's move is particularly interesting. The experience of a number of leading manufacturers who have successfully changed container design recently indicates that such a change can safely be made provided the new package design bears some definite similarity to the old, and the manufacturer makes some definite effort to promote the new package to dealers and consumers. SALES MANAGEMENT, in the issue of April 13, 1929, printed the story of how the Plough Chemical Company changed the package dress of their entire line of products.

RESULTS RADIO

RADIO conditions in Pittsburgh are ideal. Four splendid stations . . . KDKA, WCAE, WJAS and KQV . . . offer excellent programs to a radio minded public . . . and one of the world's most productive advertising mediums . . . The Pittsburgh Press . . . offers radio manufacturers the opportunity for maximum sales at one low advertising cost.

HERE are a few 1928 Proofs . . .

- ...In 1928 (and in 1927 as well) every radio set advertised in Pittsburgh was advertised in The Press.
- ...In 1928 The Pittsburgh Press carried almost twice as much radio advertising as both other Pittsburgh papers combined.
- ...In 1928 twenty (20) national radio accounts ran exclusively in The Press in Pittsburgh.
- ...In 1928 The Press carried almost three times as much dealer tie-up advertising as both other Pittsburgh papers combined.

AND, here is some more recent evidence that *"The Press has the Habit of Producing Results"*

- ...O-M-C Supply Company, distributors for Bosch Radio, with exclusive copy in The Press during February and March, 1929, increased their sales volume 110% over the same period of 1928. Hamburg Brothers, distributors for Majestic Radio, ran a 12-page section in The Press on Sunday, March 24. They had distributed fifteen carloads of Majestic Radios between March 18 and March 24. The demand, as a result of Press advertising, was so great that before March 30 Hamburg Brothers were forced to order an extra immediate shipment to take care of their sales requirements.
-

RESULTS RESULTS RESULTS

the GOLDEN AREA

"WHAT Radio Advertisers Should Know about the Pittsburgh Market" is a book every manufacturer and distributor should have. It contains information showing the possibilities of The Golden "Y" Area . . . a great district where 87½ per cent of the homes are wired for electric appliance use. If you have not already received your copy advise us . . . one will be placed in your hands promptly.



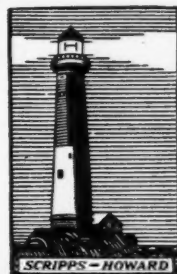
The Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

Member Audit Bureau of Circulations and Member of the United Press

National Advertising Departments

NEW YORK-CHICAGO-PHILADELPHIA-DETROIT-LOS ANGELES-SAN FRANCISCO-ATLANTA-DALLAS



Hahn Outlines Management Policies Behind Department Store Chain



Lew Hahn

REGARDLESS of any personal theories which I, or anyone else in our organization, may hold regarding private brands or nationally advertised lines or any other controversial point in business, our job as a group of department stores serving the public in thirty important sections of the country is to make our contribution toward promoting a smooth flow of distribution from the point of production to the point of consumption.

Because the department store is not merely a link between the manufacturer and the consumer, but the purchasing agent for its community, our job, first of all, is to maintain the store's freedom of action so that we may effectively do our job. It is the manufacturer's function to produce the goods, but it is the retailer's function to select the merchandise for his community's use based on an intelligent study of his customers' requirements. The two should be separate and distinct. There should be no friction between them.

We desire to stick to our business of distributing. We shall have enough to do there. We may find it desirable later to promote brands of our own. The future may even force us into

Sales Management printed the first exclusive interview with the executives of the Hahn chain in the issue of December 22, 1928, immediately after the formation of the chain was announced. In the issue of June 8 was detailed the purchasing plan for this gigantic organization. Here the head of the chain, in another exclusive interview, clarifies his stand on various policies affecting manufacturers.

As told to Lawrence M. Hughes

BY LEW HAHN

President and General Manager, Hahn Department Stores, Inc.

some lines of manufacturing. That will depend on the conditions that arise—and a man who is too much of a prophet is just a bit of a fool. We prefer to stick to our job of distribution.

In my previous work I seem to have gained somewhat of a reputation as the "arch enemy" of nationally advertised products. It was never my intention to appear in that light. I believe in the heartiest and most sincere cooperation between producers and distributors, and we are striving energetically to create such relationships with all manufacturers.

Since the Hahn Department Stores started operation about four months ago I have not found it necessary to scrap any of the principles in which I have previously believed. Quite as much as before, I believe in maintaining the integrity and the independent status of the merchant. When the retailer takes risks to buy merchandise he ought to be the master of his own fate in determining what merchandise to buy and how to promote it.

Nevertheless, he reduces his possibilities for service if he fails to work on terms of cooperation with manufacturers. The one great advantage which a retailer has is his freedom to buy from whomever he chooses, whenever he chooses. Some department stores have found it desirable to have manufacturing facilities and private brands; others do the great bulk of

their business on well-known lines. Hahn Department Stores, Inc., embraces both of these types. We shall have no radical policies to inflict upon our stores. We want to do just a plain common sense job of retailing.

Hahn Department Stores, Inc., was formed not to establish a chain of retail units, but to give better service to stores already established. We are not a "chain." We do not plan standardized "fronts"; standardized devices for pushing sales or lines, etc. Although we own these stores, their identities have not been changed. Their advantages in becoming associated with us are precisely the advantages gained, to a greater or less extent, by every worthwhile retailer, whether operating singly or through an association of other retailers toward providing a smoother flow of merchandise to their communities.

Hahn Department Stores was inaugurated last year to bring about this end more effectually than had ever before been attained. Because a smoother flow of merchandise through some twenty-nine stores now doing an annual volume in excess of \$115,000,000 is vital not only to these stores and the public, but to the manufacturers which supply them, I mention some specific advantages which I feel our new organization can render. Among these are uniform accounting methods, a stronger merchandising or-

(Continued on page 615)

...in the air it's
NERVE!



...in a cigarette it's
TASTE!

*Newell-Emmett know how to write copy—
and how to buy space, as proven by their
current Chesterfield campaign.*

MILD and yet
THEY SATISFY



...in a newspaper it's
SELLING POWER



The Los Angeles Examiner is one of the 28 Hearst newspapers read by more than 20,000,000 people. Member of International News and Universal Services, and of the Associated Press and A. B. C. The Examiner will gladly suggest ways and means of capturing the "Fifth Greatest Market." Data on request.

IN seeking its largest audience, Chesterfield employed "The greatest salesman in the West." Like many another shrewd advertiser, Chesterfield has placed the bulk of its recent advertising in the Los Angeles Examiner.

The reason - - *It Satisfies!*

Los Angeles Examiner

"Greatest Salesman in the West!"

"Iceberg Lettuce" to Start \$250,000 Campaign in Fall

A \$250,000 advertising campaign, in which fifty newspapers and a group of national magazines will be used to promote Iceberg lettuce, has been announced by the Western Growers' Protective Association, which includes in its membership a large proportion of all the fruit and vegetable growers of the widely scattered areas of the Salt River Valley in Arizona, the Imperial Valley and the Salinas-Watsonville district in California. This is believed to be the largest campaign ever launched to advertise a fresh vegetable. It will start in October. The appropriation, based on a tonnage or carload subscription by members of the association, will be expended over a period of four years in the purchase of four-color pages in a small list of women's magazines and general magazines and in frequent insertions of sixty-line copy in metropolitan newspapers. The account is being handled by the Archer Advertising Company of Cincinnati.

The production and consumption of Iceberg lettuce has increased to more than 50,000 carloads in the last decade. The lettuce is grown in the winter on irrigated lands of comparatively small areas in the far West. It is harvested, packed in ice and shipped in refrigerator cars within a few hours after it leaves the ground.

In the past, supply and demand have been fairly evenly balanced, but a temporary surplus or a slowing down of demand, it is pointed out, creates an immediate crisis. Lettuce, being perishable, must be sold before it reaches its destination and consumed soon after. In the present campaign the lettuce growers and shippers will undertake to educate a larger portion of the public to the value of Iceberg lettuce as a food. Its high vitamin content and its vitalizing effect as an important element in a perfectly balanced ration will be emphasized. The copy will also mention its availability as an appetite-satisfying substitute for starchy foods. This appeal will be made to those inclined to stoutness.

Auburn Promotes Two

Don W. Butler has been appointed assistant sales manager of the Auburn Motor Car Company at Auburn, Indiana, and W. L. Adams has been appointed to a similar position for the company at Connersville, Indiana.

John H. Janes has joined Churchill-Hall, Inc., New York agency, as treasurer. For many years he was with the Alfred H. Smith Company in a similar capacity.



Frank R. Deakins

Will Direct Radio Sales for General Electric

Frank R. Deakins has become sales manager of the radio department of the General Electric Company. Mr. Deakins entered the testing department of the company at Schenectady in 1915. Three years later he was assigned to radio work as contact man with the Bureau of Aeronautics and the army and navy department on aircraft radio. When the present radio department was organized in 1921 Mr. Deakins became a member and assistant in charge of sales three years ago.

Hoover Company Promotes Four Branch Managers

F. M. Rhed has left the position of branch manager at Kansas City to become director of sales education and personnel of the Hoover Company, North Canton, Ohio, makers of Hoover electric cleaners. Lloyd Doolittle has been transferred from branch manager at Dallas to fill the vacancy at Kansas City.

Harry T. Smith, district manager at Seattle, Washington, has been promoted to branch manager at Dallas; H. R. Kelly has left Spokane, Washington, to succeed Mr. Smith in charge of the Seattle territory, and R. A. Page, supervisor at Spokane, has been advanced to the district managership there.

Will Market Set-O-Type

American Multigraph Company has taken over the selling rights in the United States and abroad of the Set-O-Type, manufactured by the Typographic Machines Company of Dayton.

Radiator Companies Unite to Combat Abuses in Trade

The Institute of Boiler and Radiator Manufacturers, comprising practically all makers of low-pressure boilers and radiators in the United States, completed its organization last week at a meeting of its executive committee in New York City, and is now engaged in a program of activities along the lines of the trade conference of the plumbing and heating industry held by the Federal Trade Commission in Pittsburgh May 15.

Prominent among the activities will be an Unfair Competition Bureau, which will be maintained by the institute to investigate and report to the commission violations in the industry of rules adopted at the conference and also discriminations by manufacturers in prices quoted to customers in the same competitive class.

Officers of the institute are H. T. Richardson of Richardson & Boynton Company, New York City, chairman; Grant Pierce, National Radiator Corporation, New York City, vice-chairman; F. W. Herenden, Geneva, New York, secretary and treasurer.

Chevrolet Creates Seven New Zones

A new sales region and seven new sales zones have been created by the Chevrolet Motor Company, H. J. Klingler, vice-president and general sales manager, announced this week. Chevrolet now has nine sales regions embracing fifty-two zones.

The new region, with headquarters in Buffalo, will be in charge of William E. Holler, who will have supervision of the territory from Buffalo to Richmond, with zone offices in Buffalo, Syracuse, Harrisburg, Baltimore and Richmond. For the past two years Mr. Holler has been zone manager at Pittsburgh.

Headquarters of the seven new zones will be located in Decatur, Illinois, in charge of O. B. Nonn; Davenport, Iowa, G. I. Smith; Amarillo, K. M. Chase; San Antonio, W. E. Cabeen; Fort Wayne, B. J. Swanson; Harrisburg, J. L. Murphy; Syracuse, H. K. Bragle.

Curtis to Move

The New York offices of the Curtis Publishing Company, the Philadelphia *Public Ledger*, and the Curtis-Martin newspapers, all controlled by Cyrus H. K. Curtis, have leased space in the new Lincoln Building, on Forty-second Street, near Madison Avenue, New York City.

The Finishing Touch to a Well-Planned Sales Campaign

As the old sales campaign draws to a close a new one is in the making. Usually, time is short, speed is necessary. Everyone works under pressure to beat past performance.

Sales statistics are analyzed, weak spots strengthened and strongholds are measured for bigger achievements. Reasons are sought for failure and for success.

There is an intensive search for newer, bigger and better markets. Old methods are discarded as new methods, plans and policies take their place.

Old products have been improved and new products are to be announced. A new package has been created. New merchandising plans are to be introduced for the benefit of dealers.

The new campaign is now ready... after months of careful planning and much hard work. It looks like a sure winner. There is much to say to the sales force, to the dealers, to the consumers. "Telling the World" is the next step in the development of the new program.

The finishing touch to a well-planned sales program is a well-planned Sales Presentation.

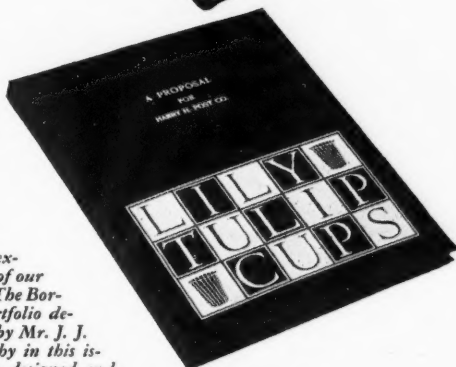
For many years it has been our privilege to assist and serve leading manufacturers and advertising agencies in the production of successful sales portfolios. Year after year a number of outstanding companies with national distribution and leading advertising agencies have called upon us to put the finishing touch to their campaigns.

Sales-producing portfolios have been manufactured by us for hundreds of our clients and out of this we have gained a wealth of experience which is at your command.

Sales managers, advertising managers and sales-promotion managers will find us ready to render intelligent, speedy service in a way that will save time, effort and money.

The best way for the best results is to consult us while the plans are in the making. If you are not ready now to talk about your next sales or advertising portfolio, write or phone us today and tell us when it will be convenient for you to see us.

What we have done for others we also can do for you



A few examples of our work. The Borden Portfolio described by Mr. J. J. McCarthy in this issue was designed and made by us.



ART BOOKBINDING COMPANY, INC.

116 EAST THIRTEENTH STREET · NEW YORK

Division of GEORGE G. MEVI COMPANY, INC.

ADVERTISING PORTFOLIOS . . . WINDOW DISPLAY FRAMES . . . COUNTER DISPLAY SIGNS . . . SALES PORTFOLIOS
LOOSE LEAF CATALOG COVERS . . . EMBOSSING . . . SUPER FINISH WORK . . . COMPLETE OUTFITS FOR SALESMEN



THE FASHION—International Shoe Company is the only shoe company in the world that has a complete line of shoes for every occasion. Its shoes are made of the finest materials and are designed to last. They are also made in a way that makes them comfortable and easy to wear. This is why they are so popular with everyone.

That millions might wear better shoes at lower cost

Every shoe wears the International Shoe Company name with confidence. It is common with those who have found the truth in other industries, it denotes a guarantee of the price that the product of the industry could be made better, yet at the same time lower cost.

Today International builds its industry. In the interest of better shoes, it has created millions of dollars and millions of pairs of shoes. These have been put out every corner of the shoe and hat industry to develop and stimulate new channels and methods by which shoes can be better made and sold. At the same time, will lower the price to the wearer.

Can the shoe makers of the world find your most International? Beyond the millions of shoes the company makes. Every shoe is made and you can find it with you who are looking for shoes to better develop of the shoe and hat industry to develop and stimulate new channels and methods by which shoes can be better made and sold. At the same time, will lower the price to the wearer.

higher quality by improved standards and better methods of making.

This amount of quality is the aim of the industry. From it has come International's traditional stand against substitution and its world-known policy of "no price" construction—a policy that provides better shoes wherever better should be in every shoe that its high standard puts to its front.

Within its great range of 44 specialty shoe plants, these better materials are put to use in the most economical and efficient of methods. Each plant produces just one grade of men's, women's or children's shoes. Through such specialization it has been possible to produce shoes of the highest quality at the lowest cost.

Further into related industries to eliminate an imposing array of costs from the final price required to purchase quality.

It manufactures its own chemicals, dyes and finishes. It produces its own rubber laces, composition soles and linings. It manufactures its own shoe boxes, shipping cartons, and many other marketing supplies. All to bring to its shoes basic economies of self-production so that new relationships might be created between quality and its cost.

Fifty million pairs of shoes come from its plants each year. One pair of every seven produced by the entire industry are International shoes. The equivalent of two pairs for each better in the nation are purchased each year by the public.

Never has greater tribute been paid to a principle. Without noise or trumpet, the quality of its products and the conservation of their price have quietly raised an institution from its humble beginning in the past to the position of the largest shoe manufacturer in the world.

International's part in this progress has been to make to produce better shoes to get at lower prices. The public's appreciation of value has done the rest.

MURRIS JOHNSON CRAND PETERS FRIEDMAN-SHILBY SORSE CROCKERS HUTCHINSON-WINCH
INTERNATIONAL SHOE COMPANY
General Offices: St. Louis, U.S.A.

(D'Arcy Advertising Company, Inc.)

The greatest shoe company in the world joins the ranks of national advertisers in popular periodicals.

Sales Management Gallery



Vita Glass Defies Time Its Power is Permanent

Time cannot impair the power of Vita glass windows. Your Vita glass windows will not stain or become discolored by the sun's rays. They will not become discolored by the sun's rays. They will not become discolored by the sun's rays.

After Vita glass has been exposed to a year's period of light, it remains unchanged in color and in the case of all glass. It remains unchanged in color and in the case of all glass. It remains unchanged in color and in the case of all glass.

Two and a half acres of world-wide use in hospitals, schools, office buildings and government houses attest to the product. Consistent biological tests, including exposure to both natural and artificial light have established the permanency of the glass. The Council for Physical Therapy of the American Medical Association, the United States Bureau of Standards, Princeton, General Headquarters of Massachusetts Institute of Technology, and Princeton Water, Lake of California University are among the numerous and authoritative testing units.

The invention of Vita glass has revolutionized a health hazard for one modern home building and progressive architects are giving it equal consideration with the other three—heat, light and ventilation. For the use of Vita glass is negligible in comparison with that of heating plants or ventilation systems and is permanent in the same way of glass itself.

Building supply dealers, glassmen and glass shops throughout the metropolitan area will mount Vita glass in your home or office within 48 hours.



For a complete Vita Glass Catalog, please write to: Vita Glass Company, 1000 North 1st Street, St. Louis, Mo. 63102.

VITA GLASS
As Lasting as the Solar System

(George Harrison Phelps, Inc.)

Two specimens of advertisements high in attention value are found in Vita Glass and Heinz; the one a full page and the other in three column space.

What a Splendid way to start the day!

Up on the do. Dressed in a jiffy. Down to your morning breakfast—savouring good—really good—Heinz Rice Flakes.

Crispy, crunchy flakes of soft like butter. Nestling in a bowl of cream and sugar. In goes your spoon. Up comes that first luscious mouthful so greet your eager appetite.

Who wouldn't be happy?

Especially so since the delight of these breakfasts is followed by the delight of doing things with a new freshness of vigor and a world of energy.

For Heinz Rice Flakes are good to eat as well as good to look at.

By a new, patented, Heinz process, these fair-like flakes contain a pure, edible crystalline which comes from the natural roughage element of the rice itself. And this provides the health-giving qualities of a grain, natural laxative.

What fun it is to be healthy and so deep healthy in this happy, natural way!

HEINZ Rice FLAKES

OTHERS OF THE 37
HEINZ OVER 100 YEARS OF FOODS
HEINZ PLANT BUTTER

57

(Calkins & Holden, Inc.)

The use of one page of color facing one page of black and white, in double page spreads, is becoming noticeably popular. When this hybrid combination is effectively carried out, as in the Hudson ad, the result is even more attractive than two full pages of color. Canadian Pacific shows a novel variation of this idea; it uses a half page of black and white, to the left, facing a full color page.

Banff



An easy motor run from Lake Louise lies Banff Springs Hotel, place of contrasts. You canter along the Spray in the morning and dance in your smartest Vionnet at night. You pour tea on a terrace looking out upon one of the most gorgeous mountain views of the world, and you motor in a limousine to call on Stoney Indians. You swim in outdoor sulphur pools, and listen to indoor concerts. You ride out to a dude ranch and find it owned by an Italian marquis. You play golf on the fine new 18, and have Indians for your caddies. You play tennis on baked-clay courts. You see heaves in war bonnets at the Indian Days in July, and hear Scotch bagpipes at the Highland Gathering in September. An amazing place... the word wonderful doesn't begin to do it justice.

LAKE LOUISE




Under the lee of Mount Temple you drop from the transcontinental into the spruce-scented silence of the snow-peaks. The car sweeps you up the valley to the court of an incredible white renaissance chateau. Not London, not Paris could surpass its lounge in beauty, its cuisine in skill. Through its high arched windows, from its fern-hung terraces, you look out on one of the great views of the world... a jewel lake, now-moss agate, again turquoise-blue... a living glacier hung like the backdrop of eternity at the end of the valley... a ring of 9,000-foot Alps cradling the whole. Lawns and bridle paths embower the hotel... fields of shimmering golden poppies grow almost up to the glacier's edge... the swimming-pool, the tennis courts, the tea terraces are gay with blue chiffons and stately modern rain clothes... motors come and go... riders canter along the lake-paths... groups set off to Lake Agnes among the clouds... hardly mountaineers, roped to Swiss guides, clamber over Abbot Pass, sleeping in a stone hut among the eternal snows... it is a place of enchantment, "last, loveliest, loveliest, exquisite, apart." Connoisseurs in living keep Chateau Lake Louise busy all through the mountain summer. We warn you, make your reservations now!

Information from Chateau Lake Louise, Lake Louise, Alberta, Canada, or Banff Springs Hotel, Banff Springs, Alberta, Canada, or any Canadian Pacific Office: New York, Chicago, Atlanta, Boston, Dallas, Cincinnati, Cleveland, Dallas, Denver, Indianapolis, Kansas City, Los Angeles, Memphis, Minneapolis, Omaha, Philadelphia, Pittsburgh, Portland, San Francisco, St. Louis, Seattle, Spokane, Washington, Salt Lake City, Vancouver, Victoria, Winnipeg.

Canadian Pacific

World's Greatest Travel System

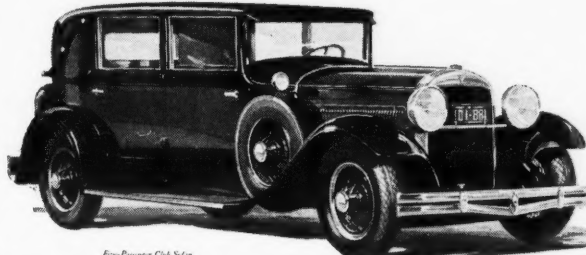
(Ray D. Lillibridge, Inc.)




THE GREATER HUDSON

Wide Choice of Color at No Extra Cost

The Variety is So Great you have Almost Individual Selection



Four-Door Club Sedan

Personal choice of color, which has been a limited and costly luxury in car ownership, is now available, at no extra cost, in the 14 distinguished models of the Greater Hudson.

It gives to Hudson ownership the delight and privacy we have in self-chosen things, and the identity that makes your car your own. In the many thousands of Hudsons you see and pass countless, observe there is no monotony, but the refreshing interest of individual color expression.

It is a finishing detail in the brilliant program of value-giving, which has successively established—Performance Leadership, not excelled by costlier cars—Value Leadership with custom qualities produced in volume—and Style Leadership which is the pattern of the industry.

It is a factor, too, in making this the greatest year of Hudson's long and successful history—and in increasing ownership among women by tens of thousands.

Standard Equipment includes: 4 hydraulic two-way shock absorbers—electric pump for gas and oil—radiation shields—saddle lamps—windshield wiper—glare-proof rear-view mirror—electrolock—controls on steering wheel—all bright parts chrome-plated.

\$1095 AND UP... AT FACTORY

(C. C. Winningham, Inc.)

Marshall Field Buys Seattle Store; May Establish Chain

Marshall Field & Company, Chicago, largest department store in the United States, acquired this week the Frederick & Nelson store of Seattle, and set abroad rumors of a nation-wide chain.

The rumors could not be confirmed, but they were not definitely denied. In a statement to SALES MANAGEMENT James Simpson, president of Marshall Field, said that "there is no plan for acquisition of other retail stores at the moment," and that "no changes in the policy, personnel or the name of Frederick & Nelson are contemplated."

The reports of the Marshall Field chain were first broadcast with the announcement by that company a year ago that they would build several suburban branches near Chicago.

Gross annual business of Marshall Field is estimated at \$100,000,000—exceeding by about \$10,000,000 that of R. H. Macy & Company of New York, now second in the country among individual stores. John Wanamaker, Philadelphia, and the R. L. Hudson Company of Detroit are also said to be in the more than \$75,000,000 class. With the acquisition of Frederick & Nelson, Marshall Field volume approaches \$112,000,000. It compares in size with that of the recently established Hahn Department Stores, whose twenty-nine stores now do a business of \$115,000,000.

The recently announced merger of William Filene's Sons Company of Boston with Abraham & Straus of Brooklyn may also be an important factor in the new department store realignment.

To Sell Sterling Silver on Instalment Plan

Sterling and plate silver will be sold on the instalment plan throughout the country as a result of a contract between Commercial Credit Companies and the Silversmiths' Guild of America, including the Gorham Manufacturing Company, the International Silver Company, J. F. Bradley & Company, Frank W. Smith Company and nine other silver manufacturers.

More than 2,800 jewelers are involved in the new selling plan, which is expected to lead to increased sales of silver and plate. Jewelers will collect the cash balance due on sales from the credit company at the time the sale is made—thus being relieved from carrying long-time accounts.

Parachute Delivers New Kelvinator

Attached to a parachute released from an airplane flying 2,000 feet above the ocean near Atlantic City, the new Model 4 Kelvinator made a dramatic debut before the delegates to the recent National Electric Light Association convention there.

The 225-pound cabinet was transported to Atlantic City by a Stinson-Detroit airplane, christened for the occasion "Kelvinator."

On its arrival in the ocean it was immediately rescued by a power boat and brought to the beach on sea-sleds.

Exhibition Ship Will Go on East Indian Tour

The American Exhibition Ship Syndicate, 25 Broadway, New York City, has chartered a vessel of the Roosevelt Steamship Company for a voyage next year to the Dutch East Indies with products of the American industries on display.

The cruise will start from New York, February 8, and will return August 1 after traversing 24,044 miles, and calling at twenty-one ports—the itinerary including Marseilles, Genoa, Port Said, Colombo and Singapore.

More Than 200 to Attend Parrish Fashion Clinics

More than 200 reservations have been made for the third Amos Parrish Fashion Merchandising Clinics to be held in New York City August 5-9 and 12-16.

The clinics present the outstanding fashions in apparel and accessories for the fall and winter seasons, including millinery, hosiery, shoes, hats, gloves, men's wear and home furnishings and furniture.

Methods of fashion analysis, sources of fashion information, the principal fashion trends and a forecast of the incoming and outgoing fashions are to be included in the August program.

Kline to Grace & Holliday

Harry D. Kline, for five years advertising manager of the Continental Motors Corporation, has become assistant to the president of Grace & Holliday, advertising counsel of Detroit and New York.

Mr. Kline will continue in charge of the public relations division of Continental Motors and also as a personal representative of R. W. Judson, president, and W. R. Angell, vice-president of Continental.

Fairchild Starts Biggest Campaign in "Air" Papers

The Fairchild Aviation Corporation will start its biggest concentrated advertising campaign in the July issues of aviation trade publications.

Four-page inserts in two colors on tinted paper stock will appear in *Aero Digest*, *Airway Age*, *Western Flying*, monthly publications, in July and August, and the same amount of space will be used in the June 29 issue of the weekly magazine *Aviation*. In addition two-page spreads in two colors will appear in *Aviation* during July and August, and four additional color pages will be carried in the same magazines during the same period.

Air Transportation will carry six extra pages of advertising during the two months' period and regularly scheduled advertising will appear in the *Sportsman Pilot*, *National Aeronautical Review*, *Popular Aviation*, *Canadian Air Review* and *Importers' Guide*.

The purpose of the campaign is to attract the attention of the aviation field to the new line of Fairchild "KR" biplanes which have been added to Fairchild production by the acquisition of the Kreider-Reisner Aircraft Corporation at Hagerstown, Maryland. The first four-page insert will be reprinted for use as a mailing piece to be sent to all licensed pilots and other persons who are factors in the purchase of planes.

Former Stutz President Heads Financing Firm

Fred E. Moskovics, for several years president of the Stutz Motor Car Company, has been chosen president of Improved Products Corporation, 44 Wall Street, New York City. The corporation was organized last year to supply intermediate finance to businesses which have not reached the stage of development which permits them to do public financing on an economical basis.

Philco Holds First Sea-going Forum

The new 1929-30 Philco receiving sets were unveiled to executives, dealers, jobbers and salesmen of the company at a convention aboard the steamship *Noronic* on the Great Lakes the other day.

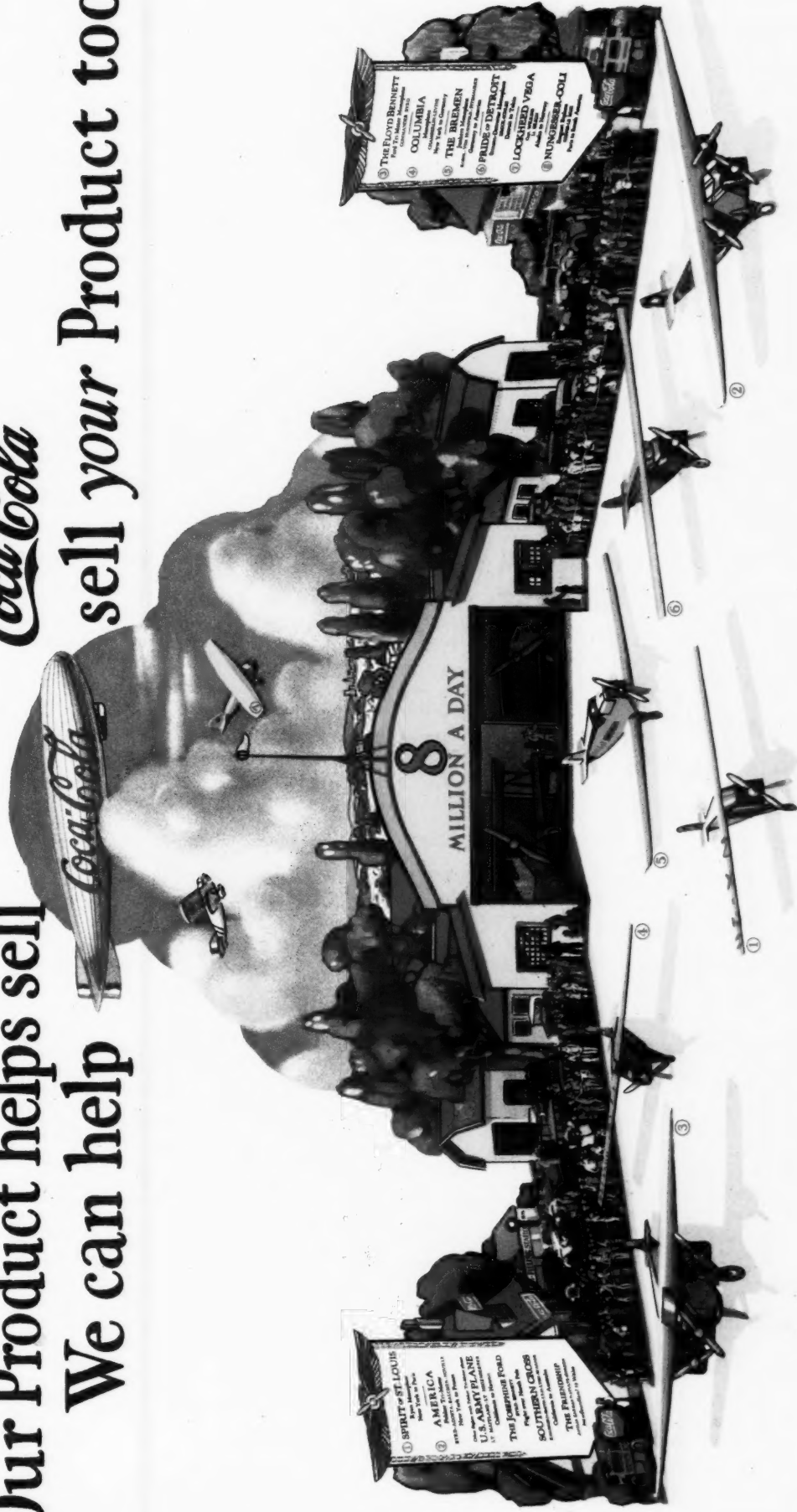
Henry M. Neely, "Old stager" of Philco Radio Hour, was master of ceremonies. The new Philco radios were distributed throughout the ship.

COLOR PRINTING HEADQUARTERS

Our Product helps sell
We can help

Coca-Cola

sell your Product too



THE UNITED STATES PRINTING & LITHOGRAPH CO.
CINCINNATI BALTIMORE BROOKLYN

Why be satisfied with a 90% reproduction of a 100% design? That missing 10% in color perfection may be the reason that you enjoy only average results when you are entitled to tremendous success.

U. S. prides itself on utter purity of color. Our reproduction of any design from a label to a poster has all the beauty of the original whether we produce a hundred copies or a million.

If you are putting a great deal of money into advertising art, you will be interested in our facilities for enabling you to cash your investments 100 per cent.

Never have plants been so completely equipped in personnel and processes to give you color at its best. Let our representative give you the details.

Manufacturers of

Art & Commercial	Hangers
Calendars	Inserts
Broadsides	Labels
Booklets	Letterheads
Blotters	Menu Cards
Book Covers	Novelties
Catalogs	Offset Lithography
Circulars	Package Slips
Cutouts	Posters
Car Cards	Poster Stamps
Display Containers	Post Cards
Display Posters	Show Cards
Folders	Trade Marks
Folding Boxes	Transparencies
Fans	Wrappers
Festoons	Window Trims
Fine Art Prints	Window Pastors

THE UNITED STATES PRINTING & LITHOGRAPH CO.



BALTIMORE



BROOKLYN



CINCINNATI

SERVICE OFFICES IN FOLLOWING CITIES

Baltimore	- - - -	25 Covington St.
Boston	- - - -	80 Boylston St.
Brooklyn	- - - -	79 North 3rd St.
Chicago	- - - -	130 North Wells St.
Cincinnati	- - - -	15 Beech St.
Cleveland	- - - -	1104 Leader Bldg.
Detroit	- - - -	7915 Indiana Ave.
Indianapolis	- - - -	414 Traction Bldg.

Kansas City	- - - -	1306 Waldheim Bldg.
Minneapolis	- - - -	433 Palace Bldg.
New York	- - - -	110 Hudson St.
Philadelphia	- - - -	437 Chestnut St.
Pittsburgh	- - - -	609 Renshaw Bldg.
San Francisco	- - - -	112 Market St.
Seattle	- - - -	1107 Hoge Bldg.
St. Louis	- - - -	413 Frisco Bldg.

Western Advertising Grows; Iron Fireman "Romance" Told

"National advertising originating in California in 1928, totaled \$12,000,000," W. B. Geissinger, advertising manager of the California Fruit Growers Exchange, told the Pacific Advertising Clubs Association, at their annual convention in Oakland, this week.

Although California is a state of "glorified hucksters," Mr. Geissinger admitted, "the rickety overloaded wagon and the clanging peddler's bell has been supplanted by scientific advertising and merchandising."

Among other speakers on the program to emphasize the position of the West as a national manufacturing and distribution center was E. C. Sammons, vice-president and financial executive of the Iron Fireman Manufacturing Company, Portland. Mr. Sammons told of the "business romances" which Western companies are now writing. He traced the development of his own company, which is now selling throughout the country. Six years ago, a greenhouse owner, who was forced to rise at all hours during the night to tend the fire under his greenhouse boiler, decided that there must be some way to burn coal automatically even in the smallest boiler. Mr. Sammons said. A food chopper in the family kitchen contributed to the idea to force some coal into the fire box through a revolving conveyor. This was the start of the iron fireman, first built by the Portland Wire & Iron Works.

Eventually this company was acquired by two young contractors—T. H. Banfield and the late C. J. Parker.

"In the early stages of the program," Mr. Sammons continued, "a young battery salesman, C. T. Burg, had joined forces with the organization and believed that he could sell the product. The trio of young men decided to name the child—a name which would dramatize and explain the product simply. They found it, finally, in 'Iron Fireman.'"

"The next thing was the selection of the method of distribution. That brought up the question as to whether they should continue to manufacture in the West or move their plant to the East. An analysis of Eastern production centers showed that labor in the West was some 15 per cent more efficient; that labor turnover was much less; that creating lumber costs nearly five times as much East as West; and, again, the very much less rigorous cli-

mate of the Coast permits efficient operation of the plant 365 days of the year; and, what is not generally known, cast iron costs very little more, and in some cases, no more, than in the East. Sheet and bar steel are laid down on the Coast at practically the same price as in most Eastern producing centers.

"And so the Iron Fireman was permanently located 2,100 miles from the greatest consumer market.

"That decision made, there came the plan of merchandising, and agreed that the most efficacious method should be the merchandising from factory to retailer, to consumer.

"Then came advertising. Joseph R. Gerber of the Honig, Cooper Company was retained as advertising counselor. He still serves in that capacity. National advertising was decided upon in 1926 and the *Saturday Evening Post* was selected as the mainspring of the campaign—the company telling the reading public the simple story of 'forced underfiring' as well as the fact that the Iron Fireman makes coal an automatic fuel.

"In 1925, the company's sales were more than three times the volume of the two first years combined. Then, in 1926, the national advertising was started—and the sales exceeded the three previous years combined. In 1927 the Iron Fireman sales amounted to 33 per cent more than the total sales for the four preceding years. Still greater use of the printed word in 1928 brought about a 48 per cent increase in sales volume in 1928 over 1927.

"Altogether the American people purchased more than \$4,000,000 worth of Iron Fireman automatic coal burners in 1928, they will absorb between \$7,000,000 to \$8,000,000 this year—which I believe proves the point that distance from the consuming market is not an 'insurmountable hurdle.'"

K. L. Hamman, Oakland, is president of the P. A. C. A. and George B. Furniss was general chairman of the convention.

Warner to Edit Aviation

Edward P. Warner, formerly assistant secretary of the Navy for aviation, and recently professor of aeronautical engineering at the Massachusetts Institute of Technology, will become editor of *Aviation*, a McGraw-Hill publication, July 1. Earl D. Osborn, former publisher and present editor of *Aviation*, will continue as contributing editor.

Northern Pacific Puts New Train on Air

The Northern Pacific Railroad put one of its star performers on the air the other day when the start of the initial trip of its new crack train, the "Empire Builder," was broadcast from Chicago.

The program started with a talk on the history of railroading up to the modern flyer which was panting on the track waiting for the signal to go. Listeners then heard the clang of the bell and the whistle of the "Empire Builder" as it pulled out of the station, and then, at various points on the track for a space of several miles, microphones recorded the approach of the train and the click and roar of the wheels as they passed within a few inches of the sensitive metal "ears."

Rickenbacker to Direct Fokker Aircraft Sales

Captain Edward V. Rickenbacker, American war ace and racing car driver, a former president of his own automotive manufacturing company, and more recently sales manager of the La Salle division of the Cadillac Motor Car Company, has been appointed by General Motors to become vice-president in charge of sales of the Fokker Aircraft Corporation, in which General Motors recently acquired a substantial interest.

Captain Rickenbacker's appointment is expected to be a preliminary step in the program of General Motors to take a more active part in the aviation industry.

No one will be appointed to succeed Captain Rickenbacker at the La Salle for the present, Mr. Fisher said.

Thompson Opens in Warsaw

J. Walter Thompson Company, advertising agency, has opened an office in Warsaw, Poland, the first American advertising office to be established in that country. George P. Richardson, Jr., who has been trade media director for the New York office, has sailed to take charge of the Warsaw branch. He will be assisted by Olgierd Langer, a native of Poland who has been studying advertising here, and by a group of foreign staff men.

Miss Gertrude Battles Lane, editor of the *Woman's Home Companion* for the past eighteen years, has been elected vice-president of the Crowell Publishing Company, one of the highest positions in the publishing world to be held by a woman, Lee Maxwell, president of the company, announced this week.

"Necessity" Appeal Pushes Frigidaire Over Million Mark

By transforming their product from a "luxury" to a comparative necessity, by wide and consistent advertising chiefly through publications of mass circulation and by lowering the price to meet the purses of an increasingly large number of prospects, the Frigidaire Corporation, Dayton, has just succeeded in pushing its total unit sales volume for the past eight years above the million mark, a record for electric refrigeration.

In 1921 there were but two models in the line—then confined exclusively to household refrigeration, explained E. G. Biechler, president and general manager of the Frigidaire Corporation, to SALES MANAGEMENT. One model, with a food storage capacity of fifteen cubic feet, sold for \$1,025 at the factory; the other, with nine cubic feet, for \$750. Only 404 units were built last year, Mr. Biechler said.

A few weeks ago, when the million mark was passed, there were eighteen household models and nine special apartment house cabinets, the smallest having a capacity of four cubic feet, selling for \$170.

"In the beginning, in 1921, Frigidaire was sold only to people of wealth," Mr. Biechler continued. "A limited amount of advertising was begun in class publications. The company had a very small sales organization, thinly spread among the larger cities. Production was largely bench work.

"After 1921 the business grew steadily, doubling and redoubling in volume, until in 1925 it had attained such proportions that it became practical to place it upon a mass production basis. At this time approximately 200,000 units had been sold. Before the new factory layout was completed prices had been cut in anticipation of expected savings. Larger production and lower prices have been the result. "The advertising appropriation grew in proportion. The early class publications were soon supplemented by national magazines. Newspapers, outdoor advertising and radio came later. At this point a special newspaper co-operative program was developed with distributors and dealers sharing in the cost. The same idea was later applied to outdoor advertising.

"Frigidaire also participates in the General Motors Family Hour on the radio. Individual distributors, branch managers and dealers have supplemented this with special programs from their local stations.

"The original Frigidaire sales organ-

ization was built about the already existent Delco-Light field organization which was selling individual electric lighting plants for rural and suburban use. In each territorial organization a few salesmen were delegated to sell Frigidaire in metropolitan areas.

"As the market expanded sales organizations were enlarged, a sales educational program developed and the general sales organization divided and subdivided the better to handle additional products as they were placed in the field. Special salesmen were developed for apartment house selling, to sell water coolers, ice cream cabinets, milk coolers and equipment for commercial use.

"Dealerships were established in provincial territory, each with their own sales organizations. Power and light companies were given dealerships. Department stores were interested in stocking a few household models and placing them on exhibit.

"While engineers worked to improve the product and salesmen canvassed the wealthier sections of cities, the factory strove to better manufacturing methods and cut production costs. But there remained for the advertising department the biggest assignment of all—the task of selling the public upon the necessity of temperatures below fifty degrees for the absolute protection of food and the electric refrigerator as the best means of attaining such temperatures. Frigidaire at this time was pioneering the field."



Harry E. Houghton



W. Arthur Cole

Dorrance, Sullivan Elects Executives

W. Arthur Cole has been elected vice-president in charge of production (including management of the art, copy and mechanical departments), and Harry E. Houghton, an account executive, of Dorrance, Sullivan & Company, Inc., New York agency.

For five years Mr. Cole was manager of art and mechanical production for Barton, Durstine & Osborn (now Batten, Barton, Durstine & Osborn), and for two years was vice-president of the Corman Company. He is a former president of the American Institute of Graphic Arts.

Mr. Houghton has been advertising and sales promotion manager of the Aetna Life Insurance Company, general sales manager of the Sesamee Company and advertising and sales promotion specialist for the Burroughs Adding Machine Company.

Grigsby-Grunow in Europe

Grigsby-Grunow Company, makers of Majestic radio receivers, will soon establish a company in England, which will acquire rights for the manufacture and sale of Majestic sets in Europe, Asia and Africa, B. J. Grigsby, president, announced this week.

Members of the management of the American company will be represented on the British board.

Joins Mackinnon-Fly

Eugene de Lopotecki, formerly art editor of SALES MANAGEMENT and more recently art director of the Agfa-Ansco Corporation, Binghamton, New York, has taken a similar position with the Mackinnon-Fly Publications, New York City. Martin Johnson succeeds him at Agfa-Ansco.



PHOTOGRAPH BY SCANDLIN. COURTESY OF LYBOL INC. A DIVISION OF LEVIN & PINK PRODUCTS COMPANY



. . . and ten baby toes

Morning opens their eyes to a new world of wonders, and only sleep stops them in the quest of its delights. . . . Unafraid of failure, delivered for a while from doubt and depression, incognizant of circumstance, locked by no limitations of ambition or aspiration, they are avid of all experience, expect everything, ask for the utmost. . . . And you, with the corrugated brow come from staring across the desk at salesmen, you whom all the salesgirls know as a sharp shopper and a cautious customer . . . you watch them and wonder! . . . And all the things you have worked for yourself are swept away in a welter of wishes and a hubbub of high hopes for them. . . . You want them to have everything you ever had, and how much more! You'd like to wrap up this cock-eyed cosmos and hand it to them as a heritage . . .

When we get past the elementary Age of Reason, we *know* that no fact can outsell fondness, that no selling argument is stronger than sentiment, that no salesforce can compete with a man's own children.

Behold the baby's shoes . . . worn for so short a while and set aside while the wearer leaps ahead in life . . . as a symbol of sentiment—the strongest selling force. They may advertise clothing, food, toys, sanitation, education, insurance,

a trust fund, bonds, safety—almost anything.

What better expression for sentiment could there be than the picture? And what better presentation than the Sunday News rotogravure? Faithful, exact, sensitive reproduction . . . in an illustrated, interesting section, read on a leisure day by more than a million-and-a-half families at leisure—at a cost way below any similar form of media!

News Rotogravure has the advantages of the magazine presentation, the intimacy of the local newspapers, the largest Sunday circulation in America, and costs less per milline than much run-of-newspaper copy . . . a chocolate-coated medium at a bread and butter price. Investigate these advantages—for your own!

NEW YORK NEWS **ROTOGRAVURE**



I. A. A. Meeting to Hear Einstein, Borah and Capper

Among the Americans on the Berlin program of the International Advertising Association announced this week are Senators William E. Borah and Arthur Capper.

Dr. Albert Einstein, German mathematical genius, inventor of the theory of relativity, has also been announced as a speaker.

Other Americans on the program are: Grosvenor M. Jones, chief of the finance division, Department of Commerce; H. V. Kaltenborn, Brooklyn *Daily Eagle*; Philip L. Thompson, Western Electric Company and president of the Audit Bureau of Circulations; Edward A. Filene, Boston merchant; James A. Beha, International Germanic Trust Company, New York; Walter A. Strong, publisher, Chicago *Daily News* and chairman of the I. A. A. board of governors; Lester L. Gardner, Aeronautical Industries, Inc.; Louis Wiley, business manager, New York *Times*; Mrs. Christine Frederick, Applecroft Experiment Station; Francis H. Sisson, vice-president of the Guaranty Trust Company, New York; Bennett Chapple, American Rolling Mill Company, and John Benson, president, American Association of Advertising Agencies.

Dunegan Directs Berlin Plans; Morriss Changes

P. G. V. Morriss has resigned as convention manager for the International Advertising Association to become executive vice-president of Eastern Air Express, an air transportation company which has been formed to run between Miami and New York City.

Mr. Morriss has been succeeded at the International Advertising Association by R. I. Dunegan, who was "drafted" from his position of manager of the En Route Service, New York travel agency, by the four official agencies for the Berlin convention, of which En Route is one.

"Our principal object will be to provide a fast freight service between New York and Miami and passenger transportation will be of secondary consideration," Mr. Morriss said.

"Our equipment will consist of nine three-motored ships, each with a freight capacity of over 3,000 pounds in addition to passenger space; three single-motored passenger planes and two specially designed high speed single-motored planes."

The Sales Management Weekly Index of Motor Activity

(Average of years 1924-28 inclusive equals 100)

Year 1929		Year 1928	
January 5	103	January 7	100
January 12	138	January 14	120
January 19	142	January 21	126
January 26	144	January 28	132
February 2	147	February 4	132
February 9	149	February 11	137
February 16	147	February 18	139
February 23	150	February 25	135
March 2	150	March 3	132
March 9	147	March 10	133
March 16	149	March 17	134
March 23	153	March 24	131
March 30	153	March 31	132
April 6	148	April 7	128
April 13	157	April 14	126
April 20	156	April 21	128
April 27	155	April 28	126
May 4	156	May 5	126
May 11	150	May 12	126
May 18	149	May 19	126
May 25	146	May 26	125
June 1	144	June 2	126
June 8	140	June 9	127
June 15	142	June 16	125

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to a leading economist and statistician of the automotive industry. The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that has been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a substantial period of years.

Western Union Develops Wood Preservative

The development of a new preservative, which, it is said, will add many years to the life of wood and which will ultimately save American industry millions of dollars annually, has been announced by the Western Union Telegraph Company.

The preservative, Zinc Meta Arsenite, was developed by Dr. Leo Patrick Curtin, chief chemist for the company. It is said by the telegraph company that at least 15 per cent of all the timber used in this country annually goes to replace wood that has decayed in service. ZMA, as the preservative is known commercially, is said to have a more permanent effect than any material heretofore used.

Socony May Acquire Ethyl Gas Company

The Standard Oil Company of New York and the Ethyl Gasoline Corporation are expected to be merged soon. Ethyl Gasoline Corporation is now owned jointly by the Standard Oil Company of New Jersey and General Motors Corporation.

For three months the New Jersey company has been using the products of its partly owned subsidiary. Prior to that it marketed its own mixture known as S. O. Ethyl. The New York company has also had its own anti-knock product on the market.

In some sections of the country the consumption of anti-knock gasoline has increased to 50 per cent of the total gasoline business.

Account Changes

AMERICAN AERONAUTICAL CORPORATION, licensee and manufacturer for United States and Canada, of the Italian Savoia-Marchetti amphibian plane and flying boats, to Louis H. Frohman Advertising Agency, New York City. Aviation, general and class magazines.

WESTERN GROWERS' PROTECTIVE ASSOCIATION, California and Arizona, Iceberg head lettuce, to the Archer Advertising Company, Cincinnati. Magazines, newspapers.

N-R AIRWAYS, INC., New York distributors for Travel Air planes, to Frank Presbrey Company there. Magazines.

ADAMS MANUFACTURING COMPANY, INC., New York, Dustproof cloth and bags, and other products, to Percival K. Frowert Company, Inc., there. Magazines, trade papers and direct mail.

SMOKADOR MANUFACTURING COMPANY, INC., Bloomfield, New Jersey, to Reimers & Whitehill, Inc., New York City.

DIAMOND GINGER ALE, Waterbury, Connecticut, to Reimers & Whitehill, Inc., New York City. Radio and newspapers.

UNITED REPRODUCING CORPORATION, Rochester, New York, Springfield, Ohio, and St. Charles, Illinois, Kyletron speakers, to the Geyer Company, Dayton. Newspapers, magazines, direct mail, dealer helps, outdoor and possibly radio.

BAKER MANUFACTURING COMPANY, Dayton, ice cream cone and paper cup vending machines, to F. J. Nichols Company, there.

RUXTON MULTI-VIDER CORPORATION, New York City, Multi-Vider pencils, to Ruthrauff & Ryan, Inc., there.

A. J. KRANK MANUFACTURING COMPANY, St. Paul, toilet preparations, to Olson & Enzinger, Inc., Milwaukee. Magazines, window and counter displays.

GEM APPLIANCES, INC., New York, Gem Kitchen Mechanic, to Hazard Advertising Corporation, of that city. General and trade magazines, starting in the fall.

DUOVAC RADIO TUBE CORPORATION, Brooklyn, Duovac radio tubes, to Arthur Rosenberg Company, Inc., New York City.

CORTICELLI SILK COMPANY, New York City, silks, satins and hosiery, to the Blaker Advertising Agency, Inc., there.

GEORGE E. KEITH COMPANY, Brockton, Massachusetts, Walk-Over shoes for men and women, to Erwin, Wasey & Company, New York City.

WALGREEN COMPANY, Chicago, to Williams & Cunningham, Inc., there. General newspapers and national magazines.

UNIVERSAL AUTO FABRICS MANUFACTURING COMPANY, Chicago, Supreme auto seat covers, to Morris-Harris Advertising Company, there. Magazines, trade papers, window and counter displays.

JUST PUBLISHED: Scientific Sales Management Today

By Charles W. Hoyt

President, Charles W. Hoyt Co., Inc.



"A book of practical sales methods, based on years of tackling tough problems and finding successful solutions."

—Bruce Barton

SALES EXPERTS who have read the manuscript of this new book say it contains the answer to what is perhaps the most difficult problem before American industry—reduction of our present often appallingly high sales costs. This book describes the successful application to selling of the identical principles of scientific management which have revolutionized the production methods of American manufacturers during the past quarter century.

Charles W. Hoyt was a pioneer in introducing modern management principles into selling. He achieved results which won him recognition as one of the world's lead-

ing market authorities. Now, for the first time, Mr. Hoyt's book gives in detail the methods by which these results are being obtained by many conspicuously successful organizations.

Partial Contents: Sales Management, Its Past and Present—Possibilities in Scientific Selling—Practical Application of Scientific Management in Marketing—Laying the Foundations of a Modern Sales Department—Selecting, Training and Developing Your Salesmen—Standard Equipment; Providing the Salesman's Kit—The Value and Use of the Sales Manual—Direct-by-Mail Cooperation with Salesmen—Measuring Your Market as a Guide to Setting Up Sales Quotas—Measuring Results—Compensation Methods for Salesmen—Sales Conventions, Conferences and Meetings—What Your Department Can Do to Back Up Its Salesmen. 253 pages. \$4.00



Just published:

Planned Marketing

By Vergil D. Reed

MR. REED presents no new "discoveries" and no golden theories. But he does give, by practical examples drawn from scores of successful organizations, complete, up-to-the-minute information on methods of making flexible, easily adjusted sales plans that will result in increased net earnings for your business.

Planned Marketing will save you time and costly experimenting by crystallizing the problems you are facing and showing you how other concerns are meeting them under varying conditions. It helps you see in a flash of suggestions the answers to scores of questions that have bothered you. It gives you a specific basis against which to check and improve your own methods for determining what products people want, for estimating the extent of that want, and for getting your goods distributed at the lowest cost. 346 pages, 34 illustrations. \$5.00

Recently Issued:

Advertising by Radio

By Orrin E. Dunlap, Jr.

THIS new book tells you how to use profitably this newest form of advertising. It supplies authoritative answers to scores of questions marketing executives are asking about broadcasting costs; returns present advertisers are getting; how to estimate the "coverage" of a particular station or chain. Concrete examples illustrate such points as the direct selling power of radio and the use of dealer tie-ups. Includes useful suggestions on building of programs and gauging their effectiveness. 168 pages. \$4.00

Samples, Demonstrations and Packaging

By Norman Lewis

A WORKING case book which covers every known method of sampling, pointing out advantages and warnings of pitfalls. It covers sampling and demonstrating by crews, in stores, through clubs and churches, by mail, through inquiries from advertising, through schools, by radio. Discusses also the effective packaging of samples and product. 250 pages. \$4.50

Just published:

Marketing Investigations

By William J. Reilly



FOR the first time this book provides from the experience of successful companies detailed, definite information about practical working methods for conducting market investigations, both as regards the product to be sold and those who are to buy it.

This is essentially a "job" book for the man who has to carry out the work of making or directing market analyses and for the man who must interpret and use the information thus secured. You will be particularly interested in the discussion of how much data it is necessary to secure to make sure you have an adequate sample of the marketing conditions being studied, and also in the tables which condense and clarify the whole problem of market analysis. 245 pages, 11 tables, 4 maps. \$5.00

Sent Postpaid for 5 Days' Free Examination

The Ronald Press Company

Dept. M.175, 15 E. 26th St., N. Y.

Send me without advance payment and delivery charges prepaid the books I have checked below. Within five days after I receive them, I will either send you the price or return the books to you.

- ☐ Hoyt. **Scientific Sales Management Today.** \$4.00.
- ☐ Reed. **Planned Marketing.** \$5.00.
- ☐ Reilly. **Marketing Investigations.** \$5.00.
- ☐ Dunlap. **Advertising by Radio.** \$4.00.
- ☐ Lewis. **Samples, Demonstrations and Packaging.** \$4.50.

Name

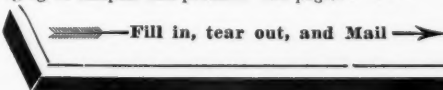
Firm

Title or Position

Business Address

City State*

*Orders outside continental U. S. and Canada, cash plus 25c per book for shipping.



"REACHING THE BUYER IS HALF THE SALE"



"I'd find out who does the buying"

Some of the Present Users of Neighborhood Posters

Anheuser-Busch
Armour & Co.
Borden's Milk
Camel Cigarettes
Carnation Milk
Coca-Cola
Dayton Rubber
Diamond Crystal Salt
Emerson Shoe
H-O Hornby's Oats
Hecker's Flour
Ipana Tooth Paste
Kirkman's Soap
Old Dutch Cleanser
Premier Malt
Puritan Malt
Quality Bakers
Reckitt's Blue
Sapolio
Snowdrift
Tolley's Cakes
Ward's Bread
Werk Soap
Wrigley's Gum

No. 2 of a series, inviting attention to twenty unique features of Criterion National Neighborhood Posting. Criterion Service, Graybar Building, New York City

CRITERION SERVICE

The Original and Only Uniform National Service of 3-Sheet "Neighborhood Posting"



CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY:
Please send us the portfolio advertised in Sales Management.

Company Name _____
Address _____
Attention of _____ Title _____

Direct Mail Association Announces Program

Although the annual convention and exposition of the Direct Mail Advertising Association will not be held until October 9-11, the program of speakers is already 90 per cent complete. W. R. Ewald of Campbell-Ewald Company, chairman of the program committee, announced this week. The meeting will be held in Cleveland.

The program includes Dr. Julius Klein, assistant secretary of the Department of Commerce; F. K. Starbird, advertising manager, Firestone Tire & Rubber Company; Waldo Fellows, advertising manager, Oakland Motor Car Company; Robert L. Johnson, vice-president, *Time* magazine; Walter J. Dailey, sales promotion manager, refrigeration department, General Electric Company; Kenneth L. Collins, vice-president and director of publicity, R. H. Macy & Company, New York City; E. P. Corbett, National Cash Register Company; Robert Collier, Robert Collier, Inc., New York City; Ad Lewis, Southam Press, Toronto; William A. Kittredge of R. R. Donnelley & Sons Company, Chicago; Dr. Stanley L. Krebs of New York City; Rollin C. Ayres, advertising manager, Zellerbach Paper Company, San Francisco.

Why Have the Chain Stores Succeeded?

(Continued from page 587)

It is not easy to discuss these various problems, nor listen to the constant conversation about them, without realizing that we are witnesses to conflict of tremendous proportions. We may easily be led into the error of supposing that this is a conflict between the chain store merchants and the independent merchants; the older types of wholesaling and the manufacturers. Nothing could be farther from the truth.

The manufacturers, the wholesalers, and the retailers of America are not antagonists of the chain store. Whether they realize it or not they are protagonists of the chain store; all engaged in the same conflict. They are inescapably allied in the common war upon waste in distribution.

The purchasing power of the American dollar will be increased in direct ratio to the success attained by each of these agencies in this common battle against waste.

Thomas Bohan has been appointed western manager of national advertising for the Morning, Sunday and Evening *World*.

Hahn Outlines Management Policies

(Continued from page 604)

ganization, a central buying headquarters and styling service available to all member stores and to all manufacturers, closer coordination and supervision, and, therefore, better management.

To the manufacturer I think this elimination of duplication in buying activities and the development of an adequate style service will be particularly helpful. The style service, like all the other phases of our work, is now in full operation. Fashion scouts assemble information on the lines which manufacturers and leading stores are featuring. In addition to a weekly bulletin service, we shall maintain fashion exhibits at the buying headquarters in connection with each major department.

Thus we will be able to let our stores know what merchandise is desirable and where it is to be had.

Membership Qualifications

There is still another advantage which I think our organization will offer. That is in the type of member stores being added. Our acquisition department seeks three qualities in a prospective member: first, it must be a good store, financially and otherwise—in fact, the dominant store in its locality; second, it must be a department store; the third element is that it must have continuing management. These factors make for stability and reduce the manufacturer's risk. It may be a secondary consideration, but it is none the less true, that this new type of organization is proving of definite value to national manufacturers.

Our extensive resources make us comparable in size and influence with the larger manufacturers. Our purpose in this growth is solely one of service. Hahn Department Stores central office is primarily a supervisory and coordinating organization. Our real opportunity lies in the fact that here, for the first time, is an organization capable of maintaining constant and consistent management of the department store, thus insuring its continuance in an important position in the economic scheme.

Q. R. S. Appoints Keihn

Walter Keihn, advertising manager and a director of the Gulbransen Company, piano and radio manufacturers of Chicago, has resigned to become a director and sales promotion manager of the R. S. Williams Company, and advertising and sales promotion manager of the affiliated Q. R. S. Canadian Corporation.



THERE'S MAGIC
in this
Sales Contest Plan

Try it! Make it possible for your sales force to win valuable merchandise prizes, such as those offered in our contest selections. Watch your sales figures mount! (We make it remarkably easy and economical for you to conduct such a contest. (Our Sales Contest Department helps prepare your prize catalog, advises on contest rules, and assists in all details of prize distribution. (Selection may be made from hundreds of articles carefully chosen by Marshall Field & Company, Wholesale, and furnished at strictly wholesale prices. Shipments direct to prize winners if desired. No preliminary investment or carrying charges on your part. (Scores of prominent concerns have found the magic in this plan—far superior to cash prize contests.

INVESTIGATE—Sample copy of our illustrated prize catalog sent on request. We will gladly offer suggestions for making it most useful, if you will outline nature of your proposed contest.

SALES CONTEST DEPARTMENT
MARSHALL FIELD & CO.
WHOLESALE
Manufacturers • Converters • Importers
219 W. Adams Street, Chicago



ADVERTISING THAT PAYS: Canada Dry Ginger Ale, Inc., advanced its annual dividend last week from \$4 to \$5 per share. Its record of sales and earnings justifies the larger distribution. In 1927 the gross volume was \$9,604,000, the net \$2,324,000, and the earnings per share \$5.07. For 1928 the corresponding figures were \$12,525,000, \$3,603,000, and \$6.10. How was this expansion brought about? Largely no doubt by vigorous prosecution of the methods that have given to Canada Dry an established position in popular esteem. Among these methods sales promotion through advertising has long been conspicuous in the development of this business. For that reason it is interesting to consider what the company did along that line in 1928 to extend the range of its operations. From Media Records we learn that the company used 1,889,000 lines in newspapers of eighty cities having 100,000 population or more—322,000 in thirty-five morning papers, 949,000 in eighty-seven evening papers, and 618,000 in forty-five Sunday papers. In five magazines, according to the National Advertising Records, \$75,900 worth of space was bought. The total for this sort of consumer advertising was somewhere near \$800,000, aside from what was done in publications not included in these records, or better than 6 per cent of sales. Did it pay? Ask Canada Dry stockholders.

TWO WAYS OF REACHING MARKETS: Disclosure of an unfavorable balance in our foreign trade last May, the first in any month for three years, is easily explained by the unusual volume of imports, anticipatory of higher tariff schedules. Similarly, the decline in exports, due chiefly to lessened foreign demand for cotton, may be ascribed to a temporary cause. It should not be forgotten, however, that other forces are at work to affect the outward flow of our goods. As long as our manufactures were almost entirely for domestic consumption, the custom house dam against the output of low-wage labor in other countries seemed to work well. The rest of the world needed and could take our surplus raw materials. But since foreign nations have begun to recover fully from their war wounds, evidence has accumulated that their buying power is of interest to our manufacturers as well as to our farmers; the growth of our exports in recent months has been largely in finished articles. . . . It can hardly be expected, however, that the outside nations, many of which have already lodged formal protest against the proposal to raise our customs duties, will long accept the fruits of our dear labor without opportunity to offset the bills by the fruits of their cheap labor. Already American manufacturers are forestalling this diffi-

culty by setting up or buying up foreign factories from which, with labor at foreign wage scales, they can more readily hold and enlarge trade with foreign customers. Examples of this are seen in General Motors' investment in the Alpers works in Germany and Ford's numerous subsidiaries in other lands; and these operations have been especially active while we have been listening to talk of growing outlets abroad for American-made cars. Much of the great outflow of American capital during recent years has gone into industries that supply markets our exporters can have little hope of reaching. . . . In the long run relations of this kind are pretty sure to work to advantage, for in whatever makes for material prosperity of the whole world we have a major stake. We like to point, sometimes with invidious comparisons, to the high standard of living to which we have attained. But we shall gain rather than lose as other nations approach our level. The more well-paid labor there is all over the world, the greater the buying power we shall be able to satisfy.

AN OVERESTIMATED DECISION: When the American Can-Van Camp decision was handed down by the Supreme Court last January there was wide discussion of its range and importance. Many commentators saw it breaking open a way to check the advantages of mass buying. Mature consideration of the opinion and judgment does not support these views. This temperate conclusion is arrived at notably in an interpretative paper on the subject prepared by Benjamin S. Kirsh, a New York lawyer who has been active in Sherman anti-trust act cases, at the request of the American Trade Association Executives. All that was determined, Mr. Kirsh finds, was that section 2 of the Clayton act applies where there is alleged discrimination by a seller against buyers, instead of only as between sellers, the decisions in the Mennen and National Biscuit cases to the contrary notwithstanding. What will happen if the Court is called upon to pronounce on the merits of the charge by the George Van Camp and Sons Packing Company that American Can gives unfair advantages to the Van Camp Packing Company is another matter. In other words, as Mr. Kirsh says, "this case does not define what is an unlawful discrimination or what conditions do in fact substantially lessen competition or tend to create a monopoly, which the statute prohibits. The case does not necessarily compel the same price to two customers or the same discounts, rebates, bonuses or similar concessions, even in the absence of conforming with the express provisions contained in section 2 of the Clayton act," namely, allowances for grade, quantity or quality, etc. As SALES MANAGEMENT pointed out on February 2 in commenting on the narrowness of the decision's scope: "When these exceptions come up for judicial interpretation, there may be something to talk about." Until the Supreme Court defines the scope of the exceptions listed in the law we have nothing to go on but speculation unaided by existing decisions.

Through the Sales Manager's eyes THIS IS CLEVELAND'S MARKET



THE Sales Manager who unerringly spots his most productive territories sees Cleveland as more than a city—and more than a mere retail trading area.

He pictures Cleveland as the center of a great, thriving market . . . a market with every town and hamlet easily accessible to his salesmen . . . a market that can be covered intensively at low cost . . . a market that he can reach effectively by advertising concentrated in one newspaper—The Plain Dealer.

He realizes that demand for his product is just as valuable in Elyria—Akron—Mansfield—as it is in Cleveland . . . just as readily created by the Plain Dealer . . . and just as easily satisfied at the corner store.

Because sales managers and advertising men think along this line and operate on this basis, the Plain Dealer publishes almost as much national advertising as the other Cleveland newspapers combined.

The sales manager of broad vision finds official confirmation of his conception of Cleveland's market in the "Atlas of Wholesale Groceries" issued by the U. S. Department of Commerce. This atlas, based on checking actual operations of experienced grocery distributors lists substantially, all of that portion of Ohio shown above as logically tributary to Cleveland selling.

The Cleveland Plain Dealer

The Plain Dealer ALONE will sell it

Plain Dealer Representatives:

WOODWARD & KELLY
360 No. Michigan Ave., Chicago, Ill.

JOHN B. WOODWARD
110 E. 42nd Street, New York City

WOODWARD & KELLY
Fine Arts Building, Detroit, Michigan

Gas Industry Prospers Under Nation-Wide Sales Training Plan

(Continued from page 595)

appliances in the most effective way, how to use sales equipment; the eight factors which make a sales talk effective, methods of closing the sale with the average customer.

Unit IV.—Handling the difficult sale; answers to typical questions which come up in connection with selling gas and gas appliances; how to forestall the usual objections and turn them to a selling advantage; how to meet competition constructively; how to deal with questions on price and cost of operation; how to do business with various types of customers.

Teaching "Load-Mindedness"

Unit V.—Building the gas load; the advantage of being "load minded"; showing the customers how to get the best use out of appliances; how to advise customers about their cooking problems; how to sell indirectly by "sales slanting" all contacts; how to suggest new uses for gas and to sell more gas outlets.

Unit VI.—Reaching out for new business; how to locate more prospective customers; how to get prospects to the store for demonstrations and how to handle follow-ups; contacting builders, contractors and prospective homeowners; how to get the biggest dollar and cents return from the salesman's time.

Sent out at four-week intervals and limited to from sixty to eighty pages each, it was possible to have each unit fully digested. The local sales manager or the sales supervisor acted as instructor and held from two to four meetings a course unit, lasting an hour and a half if properly scheduled. To assure uniformity, group leaders were supplied with very detailed instructions on how to handle each unit from the opening address to the end of the meeting and the grading of students. A typical program for one unit consists of twenty mimeographed pages in addition to several meeting report blanks and one poster announcing the dates and place where the meetings are to be held.

The enthusiastic reception of the course on the part of the salesmen was largely due to its thoroughness and practicality. Letter comments such as "\$104 sale influenced by the course"; "raised sale from \$72 to \$132"; "would not take \$500 for the course"; "gets down to earth"; "applying

course daily"; "like the way course is written"; "usable facts increase sales" indicate those enrolled actually used the material in the course and did not consider it just another form of pep talk.

The course was merchandised to the sales executives of the gas industry by means of two mimeographed letters followed by two broadsides, one listing testimonials from salesmen and another from sales executives. In addition each sales executive was offered a booklet, a poster, and an enrollment blank for distribution to his force. For those who established satisfactory grades a certificate was offered.

Most of the gas companies paid for half of the course with the other half reimbursed to the salesman should he secure a satisfactory grade. In some few cases the salesman paid for the whole course. About an equal number of courses were paid for on registration entirely by the gas company. Enrollments in some companies ran as high as 250, including top executives. According to James P. Hanlan, of the Public Service Electric and Gas Company of Newark, whose enrollments numbered over 200, "very little urging on the part of the management was required in securing virtually a 100 per cent enrollment of salesmen and saleswomen, in addition to a large number of interested district office personnel."

Value Already Apparent

Since only a few of those who registered in the beginning have now finished the course, it is still impossible to show the value of the course by accurate sales increases. The opinions of sales executives can alone indicate the probable effect of this industry-wide sales training. The reaction of these executives has been opinions such as "The value of the course has already been reflected in improved sales methods. Better planned sales talks by our salesmen are particularly noticeable as a result of the course. We confidently expect the increase in 1929 merchandise sales to be in part traceable to benefits coming from this course" (J. J. Burns, superintendent, commercial department, LaCledde Gas Light Company); "The course should, I think, make salesmen of eight out of ten order takers" (C. L. Ridley, Jr.,

commercial agent, Nashville Gas and Heating Company); "Our entire sales force is enrolled in the Domestic Gas Salesmanship Course. We believe it will be the way to more and better sales in 1929" (W. L. Jones, sales manager, St. Louis County Gas Company). These comments serve not only to show the value of the course to the gas industry but indicate the possibilities of scientific sales training to other industries facing the new competition.

Because of the success of this training course it is planned to prepare a study course on the economics of gas appliance sales management in the future. This will enroll the sales and higher executives and will discuss in full the best sales policies available to the industry.

How Tubize Preserves Identity

(Continued from page 594)

lends itself to the ingratiating lines of the new princess silhouette. . . .

It is our policy to work as closely as possible with licensed users of Tubize, helping them in every possible way to stimulate a demand which we can be assured will present Tubize to its consumers to the best advantage. And we not only assist them with trade paper advertising but with mail advertising as well. We recently co-operated in a special mail advertising effort with a prominent interior decorator and a licensed maker of Tubize fabrics. We prepared sample cards showing swatches of fifteen different patterns suitable for window drapes, which were sent out by prominent interior decorators to a list of 10,000. The results were most gratifying.

The head of our technical service department visits department stores frequently and with the cooperation of buyers gives talks to sales people regarding the care and uses of Tubize, its wearing and laundering qualities. We also have a fashionist who gives lectures and demonstrations before women's clubs.

By means of this recent cooperative advertising, and the sales and advertising effort which went before it, we have so definitely established the merits of Tubize in the textile field, and indirectly with consumers, that we now have a waiting list of manufacturers and mills applying for permission to use the name Tubize. We are distributing a known product through known channels with assurance that it will always be a worthy product when it reaches the consumer.

Index of Business Conditions

There is a curious conflict between two major factors that are generally used in reading business trends. The bank figures of recent weeks have shown some arrest in expansion of total transactions, while railroad freight loadings in the same period have continued at unprecedentedly high levels. It is significant, however, that recession in bank clearings and debits against individual accounts began with the slowing down of security market speculation. For that reason the movement of freight seems to be the safer guide for the immediate present. Meanwhile, however, the bank figures should be kept under close observation. They are a sure index over a long period. Decline in May building and construction was substantial, evidently responsive to the lack of relief in the credit conditions. Retail trade remained active.

Total Transactions

Clearings in twenty-three cities for the week ended June 11 amounted to \$10,670,000,000, 8.2 per cent less than in the same week last year. In New York the decline was 9.2 per cent, in other cities 6.1 per cent in spite of small gains in nine cases. Debits against individual accounts totaled \$15,263,000,000, 12 per cent lower than last year. The New York district was down 15.3 per cent. Other districts had a net loss of 5.8 per cent with gains in five.

Distribution of Goods

Railroad freight loadings in the week ended June 8 filled 1,054,792 cars, 59,222 more than in 1928, 26,425 more than in 1927, and just about the same number as in 1926. Compared with 1927, all classifications were up except live stock. Main gains were in miscellaneous and ore.

Margin of Profit

Commodity prices were distinctly higher, reflecting better conditions in the grain markets. The Irving Fisher index reached 96.6, compared with 95.6 the week before.

Credit Conditions

Call money was easier at 6 to 7, time loans were a shade lower at $7\frac{3}{4}$ to 8, while commercial paper held at 6.

This Job Has Looked for a Man for 15 Months

«»

PERHAPS you are the man for whom this job has been looking, a man who now heads a small, aggressive sales organization, or an assistant sales manager of a large company who is pressing his superior hard but whose progress is temporarily halted.

The job is that of sales promotion manager of one of America's largest corporations. The duties include the organization and control of the personnel and methods of a sales force now making sales of many millions of dollars yearly, sales which can be increased to \$100,000,000.

The man who makes good will become Vice President in charge of sales within a period determined by his success. The opportunities for greater achievement are many. Quiet search for fifteen months has not located the aggressive, organizing, efficient, ambitious man desired. Men who do not ordinarily answer such advertisements as this can reply without any possibility of jeopardizing their present position. Appointments for interviews will be made only after review of written applications giving full personal details. Remuneration will be in accordance with the position.

Write to

JOHN M. HAMILTON

Room 710

28 EAST JACKSON BLVD., CHICAGO, ILL.

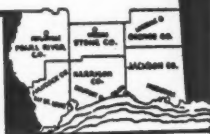
Woman's Page

The official organ of women's organizations of Harrison County—

Home Economics Clubs
Benevolent Associations,
King's Daughters
Society News
Women's Patriotic Organizations
Parent Teachers Associations
Federation of Women's Clubs
Women's Religious Societies

—under the auspices of the Woman's Club of Gulfport.

Every
Thursday
in



THE DAILY HERALD
Herald Building Gulfport Mississippi Herald Building Biloxi

Every Thing You Desire in a Hotel



Every possible comfort, food famous for its excellence, a soul-refreshing sense of relaxation—these you will enjoy at THE DRAKE. But when you wish theatres, shops, the myriad day and night activities of this great city, a few minutes' interesting walk will take you to the heart of Chicago's busy Loop. A truly remarkable combination in a great city hotel. Rates as low as five dollars a day single room with bath, six dollars double. Special discounts for extended stays. Write for Illustrated Booklet, Edition 10.

The DRAKE
HOTEL Chicago

THE DRAKE is under the Blackstone management, the world's standard in hotel service

Every Industrial Market Has Its Peak Season—Cash in on It!

(Continued from page 586)

with telegrams and letters requesting additional charts or praising the plan. Fully 50 per cent of the branches and district offices sent some message about the chart.

Many wanted additional charts for other members of their organization, and all, it seemed, wanted similar information prepared in convenient form for the salesmen to use.

We, therefore, prepared a tabulated sheet to be inserted in the salesmen's loose-leaf handbook, providing the same information, although not in the same form.

Salesmen apparently find the information very helpful in planning their calls, listing and grouping prospects and making preparation to call on the industries they will soon solicit.

Preparation Is Vital

This matter of making preparation before calling on a prospect in a given industry is of vital importance and is so recognized by the sales promotion men who prepare the sales helps and bulletins that go out from month to month.

It is so important, in fact, that a few years ago it was customary in the truck industry to employ vocational salesmen who specialized on certain vocational groups to familiarize themselves with the hauling problems of those industries.

There were several objections to this vocational plan of selling, not the least of which was the fact that very little actual, scientific selling was done. If a new salesman employed by a truck dealer had formerly been in the building supply line, for example, he was considered a logical man to call on the building trades. He probably knew a lot of men in the building trades, but he knew very little about trucks or trucking problems. Consequently, his selling consisted chiefly of calling on his acquaintances and asking them whether they wanted to buy a truck that day.

Now we undertake to approach the task with a scientific attitude. We don't go to a prospect and ask him whether he wants to buy a truck today. We try to sell him a service. We make a thorough study of the prospect's problems and equipment, then give him definite suggestions as to how he can better meet and solve his problems.

A few years ago our transportation engineers were not devoting their entire time to helping haulers solve their transportation problems. They didn't need to—or we thought they didn't—because there were few, if any, inquiries for such service. The haulers probably would have been suspicious if we had volunteered to furnish such a service.

Today we have ten transportation engineers devoting their entire time to assisting our sales organization in solving truck owners' transportation problems, and they can't keep up with the calls for their services. They have the full confidence of trucking men and prospective users of fleets of trucks or buses, because they are known to give honest advice. They tell a prospect for hundreds of thousands of dollars' worth of equipment just what equipment to buy, whether it includes a single White truck or bus.

These are the men who assembled the data for the "Industrial Solicitation Chart" and they are the ones helping salesmen in the field to a better knowledge and appreciation of scientific selling.

That, perhaps, is one reason the chart has been found so helpful to sales executives and salesmen throughout the country.

Consumer "Sale" Spurs Dealers

(Continued from page 590)

carried the names of dealers in the territory of the paper in which it appeared. Dealers were notified in advance and induced to prepare their stores for the event.

Another thing the special "sale" campaign accomplished, which the company had not been able to do with any degree of success in the past, was to induce dealers to run consistent tie-up advertisements. This was done largely through the cooperation of the local newspapers. The company sent a series of advertisements suggested for dealers, together with the necessary mats, and suggested that the papers could add lineage by asking dealers to tie up with the company's copy. The campaign induced dealers who previously had never tied up with the company's regular institutional advertisements to run as much as quarter-pages featuring the firm's products.

Are There Profitless Black Sheep in Your Line

(Continued from page 592)

on each product—that is, the difference between manufacturing cost and selling price—it was found that Product C was losing money and that Product A was bearing the major load of C's sales costs.

The record shows that too many customers were solicited for the volume of business gained on Product C and that the average value per order was relatively low.

Selective selling was the immediate remedy undertaken to solve this type of situation. This remedy, however, cannot be applied to all business as a rule-of-thumb method, because of the many variable strategic factors in this age of keen competition. Referring to the pump company selling a locomotive specialty, it was considered worth while by its executive to spend more than a normal amount on selling during the introductory period because in a few years' time, when the product had become standardized, repeat orders would bring in a percentage of profit with comparatively small selling costs that would far outweigh the loss taken by introducing the product properly though expensively.

All this article has attempted to do is to explain briefly a method which has worked successfully in an effort to determine selling costs separately on various products sold by the same organization. To have it serve any other company, this method must be used only after careful consideration combined with executive judgment, particularly in the interpretation and the action taken on any set of data discovered.

Daniels to Hanff-Metzger

George E. Daniels, formerly a member of the manufacturing board of General Motors Corporation and vice-president and general manager of the Oakland Motor Car Company, and more recently the head of his own automobile manufacturing firm and vice-president and general manager of the Locomobile Company, has become connected with Hanff-Metzger, Inc., New York advertising agency.

Candy Program Increased

The National Confectioners' Association have voted to increase their advertising budget to \$500,000 a year for three years. A. M. Kelly, of Wallace & Company, Brooklyn, New York, was elected president. Charles S. Clark, of Chicago, is actively in charge of the association's advertising and educational program.

The E. G. Stellings Company, Wilmington and Greensboro, North Carolina, has joined the Lynn-Ellis Group.

RADIO ADVERTISERS

There is a gold mine of valuable information for you in the RADIO STATION SECTION of Standard Rate & Data Service.

With it you have at your finger-tips the latest available complete and accurate information about all stations that sell time on the air.

Wavelength, operating power, station and talent charges, chain affiliations, mechanical program facilities and dozens of other items of helpful data are shown. And it's all in easy-to-find and concise form.

Specimen pages and further information will be cheerfully sent if you will drop a request in the mail.

STANDARD RATE & DATA SERVICE

The National Authority

536 LAKE SHORE DRIVE

CHICAGO



WHO'S GOT PEP?

The whole office has. We can now find out what we need to know about **NATIONAL ADVERTISERS** and **ADVERTISING AGENCIES**. The information is dependable for a large force is constantly revising it. We bought the **STANDARD ADVERTISING REGISTER**—"The Red Book"—and are on our toes.

Quit Guessing—
Get the Register!!

**National Register
Publishing Co.**

245 Fifth Avenue
New York, N. Y.

Boston—Chicago—San Francisco

Astonishing!

Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers.

This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

Monroe Letterhead Corporation
1008 Green St. 165 N. Union St.
Huntsville, Ala. Akron, Ohio

BOOKLETS & HOUSE ORGANS

expertly written and economically produced

THE WORD SHOP

Commercial Dept.
4218 N. Lowell Ave. Chicago, Ill.
Edward P. Van Harlingen Telephone:
Clement J. Kalas Kildare 8642

PHOTOSTAT SERVICE

RAPID AND ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS

Commerce Photo-Print Corporation
42 BROADWAY 80 MAIDEN LANE
Hanover 8991 John 3697

5 MARKETS
IN TEXAS

BEAUMONT
Trade Territory

FIFTH MARKET
in Texas

THIRD MARKET
for Louisiana

One sales manager said it was a gigantic work shop with the sky for the roof. No Texas or Louisiana list is complete without the

BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Home delivered throughout Southeast Texas and Southwest Louisiana
"Ask BECKWITH, He Knows"



NO more slow hand-feeding of envelopes into an addressing machine one by one! — Get a demonstration of this wonderful new popular-priced addresser. — It automatically feeds envelopes into itself as fast as you can turn the crank.

**DOES A DAY'S WORK
IN 5 MINUTES**
Four times faster than other addressing machines of similar size and price.

For complete information and a **FREE BOOK** on Direct-Mail Advertising, pin this ad. to your business letterhead and mail to us.

ELLIOTT
ADDRESSING MACHINE CO.
149 Albany St., Cambridge, Mass.

Shall We Use Hard-Boiled Collection Letters?—Yes

(Continued from page 596)

check which will definitely settle your obligation and put you again "in the clear."

We confidently expect your remittance in an early mail.

* * *

If that doesn't bring an answer, we'll load the gun and fire it again: Dear Mr. ———:

Not a word in answer to our letter of (date), and not a cent to apply on our account.

Usually, Mr. ———, when one of our customers is honestly and earnestly concerned about the payment of his account, he makes a remittance or explains why he cannot.

With the man who is honestly and earnestly endeavoring to take care of his account, we are inclined to be lenient and just as helpful as possible. But we cannot agree to be left in the dark indefinitely regarding an unpaid account of the size of yours. The amount you know is \$——, and the bill is now ninety days past due.

We are not inclined to wait any longer for payment or explanation, but must have some definite, satisfactory settlement of this account immediately.

* * *

If at this point our hard-pressed debtor begins to make and break promises, here are two letters found effective in dealing with the perpetual postponer:

Dear Mr. ———:

Twice you have promised to pay your long-past-due account at a definitely stated time. And both promises have been broken.

Now, Mr. ———, this sort of thing can't go on. We must demand something definite from you. If you cannot pay the full amount today, let us have a check on account, as an evidence of your good faith and honest intentions. And be sure that the envelope bears a post-mark not later than June 21.

* * *

Dear Mr. ———:

Promised:

(date) "will remit in ten days."

(date) "you will have check by the first."

(date) "accounts slow but will settle in fifteen days."

All promises unfulfilled.

Don't promise any more, but send your check today.

* * *

In collecting troublesome little accounts, grown dangerously old, a mail-order house uses this brief, fr note:

Dear Mr. ———:

What do you do in your business when a man owes you a trifling little bill of \$7.50—and repeatedly ignores your letters and statements? Do you charge the amount off to "profit and loss"; or do you spend another \$7.50 trying to collect?

Well, we have that very problem to face. And, unfortunately, you are the debtor. Your little bill of \$7.50 has been running along now since August 16—more than four months. What shall we do about it?

* * *

There is another example of collection psychology which has always interested me. A firm selling cigars by mail uses this as the twelfth—and final—appeal. It succeeds in slamming a sufficient number of dead-beats to make the mailing a profitable one:

Dear Mr. ———:

For a good many years past I have been dealing through the mails with thousands and thousands of men all over the country.

My experience has proved to me, not once but almost invariably, that most men are honest. They carry out their agreements—pay their debts.

The amount of \$——, which has been due us from you since (date) and about which I have written you a dozen times, is a just debt for cigars ordered by you, delivered to and consumed by you. There is only one thing left for me to do. I have told you why I do not feel that I care to place this account in the hands of an attorney, or follow any one of a number of disagreeable procedures which would be the usual practice.

I am simply going to assume that you are right and I am wrong—that for some reason—unknown to me—you have satisfied your sense of what is just and that you really are convinced that you do not owe me for cigars shipped.

Having reached this conclusion, I enclose with this letter a receipt in full for the amount of your account. You may consider, then, that this is my last letter to you and that the account is closed.

* * *

I have been told by an executive of the Monmouth Plow Company that

this letter "collects practically every account" where it has been used as a last-resort measure. It is the third in a series, before an account is turned over to a collection agency:

The jig's up.

I can't stand between you and the collection agency any longer.

I've done my very best for you. I've believed in you; I've believed in your honesty; I believed in your sincerity when you sent that order.

I still believe in you. If you'd only write and tell me what's the matter, it might do some good. But it seems you've turned me down cold. You have failed to come up to my expectations, and the manager has laughed at me because I have so much confidence in human nature and you.

As I said, the jig's up. Your account goes to the collection agency the first of the month, and I can't stop it, no matter how hard I try.

All I can do is to send this letter to you by registered mail, special delivery, so you'll have time to send me your remittance and save yourself.

If this thing goes to the collection agency, I sure pity you, for they've got no pity in them.

Still I believe in you.

* * *

Although, of course, a majority of instalment accounts are settled in a satisfactory manner, when payments begin to drag it is a fair indication that the purchaser is beginning to lose interest in the product or the course of study. Unless interest can be rekindled, the creditor must become increasingly insistent:

Dear Mr. ———:

Although you have ignored our recent letters and refused our draft, we wish to give you one more opportunity to settle your account before we proceed to extreme legal measures.

Do you appreciate how much discredit and dishonor falls upon anyone who must be forced to meet his legitimate business obligations by a court decision?

Do you realize how injurious a judgment is, both from a business and a personal standpoint? Your credit will be impaired. You will find it difficult to get a position of responsibility, and impossible to get a bond from a bonding company, if you do secure such a position.

So, for your own good, we trust you will settle your account without this discrediting and disastrous publicity.

If, however, you choose to disregard the obligations of your contract, there can be no alternative. The decision is now squarely up to you. We will allow ten days in which to make your choice and advise us of

your decision. If we do not hear from you within that time, your delinquent account must pass through the regular channels.

* * *

Where the instalment purchaser replies to a letter (it doesn't matter so much just what he says) there is always hope for the account. Usually it is the debtor who completely ignores correspondence that forces the house to take drastic action. If correspondence develops the fact that an account has not been paid because of some actual or fancied fault of the house, a satisfactory adjustment usually can be made. The debtor's reply, in other cases, will indicate the course to be followed.

After all, the business of a collection department is to get the money. In an overwhelming majority of cases it can and should be obtained with the aid of constructive persuasive letters built upon logic, reason, appeal to honor. But there is a small minority that can be moved only by fright. You don't want to sell these folks again. Their business isn't worth while. But that's no reason why you should make them a present of the bill on your books.

Here's an example to make our point: One of the mail-order book publishers uses this "last-resort" letter, after every other appeal has been exhausted. It is frankly abusive. Used earlier in the campaign it would have a ruinous effect. But they are out to get the money from dead-beats—money rightfully theirs. And they do get it. The letter is written on the stationery of an attorney:

Dear Sir:

It seems that you think you are out of reach of the law. You may rest assured that you are not.

I have succeeded in collecting from people who thought they were much more secluded and exempt than you are.

It's my business to know just how to go after people who will not pay an honest bill.

To ignore a kindly letter such as I sent you some days ago is showing no honest intentions.

I want an immediate answer to this letter, and if I don't get the money or a definite reply, you will soon find that I am one lawyer who does not merely bluff.

Any man, woman or child should be sufficiently intelligent to know just what this letter means. There are no bluffs contained in it. I want the money and I want it quick. You have refused to pay this bill about the limit.

I mean just what I say—nothing more nor nothing less.

ATLANTA
Ansley

BIRMINGHAM
Tutwiler

BIRMINGHAM
Redmont

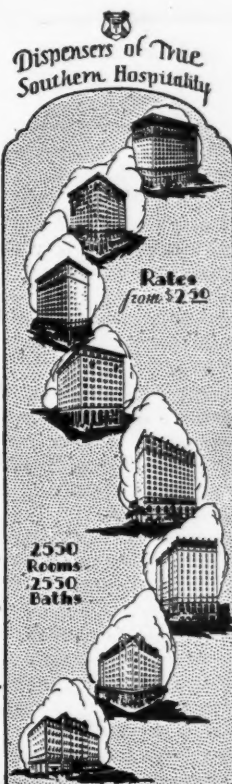
MONTGOMERY
Jefferson Davis

JACKSONVILLE
Carling

NASHVILLE
Andrew Jackson

DANVILLE ILL.
Wolford

EAST
ST. LOUIS ILL.
Broadmead



**DINKLER
HOTELS**



MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

Price, postpaid, \$4.00

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

Shall We Use Hard-Boiled Collection Letters?—No

(Continued from page 598)

That is when safety and retention of the whip hand demand the letter shall be plainly a form letter.

"Why," one exclaims, "that is a form letter, as you can plainly see. It goes out as the last letter written on an account. It never goes to people to whom that first paragraph applies, because there is no use writing letters to that class.

"Don't you see, too, that I specifically told you I didn't think you were that type of man? Now, just where do you fit into those other classifications, and let's see if we can't get things straightened out."

When is a hard-boiled collection letter the thing to use? Never.

There are times when one must sue and use all the legal processes to enforce collections. When that is the situation, a hard-boiled collection letter will not prevent the lawsuit and it may enable the debtor to forestall legal action and hide assets which could have been reached if he had not been warned.

There is only one instance when a hard-boiled collection letter is not virulently dangerous to the success of collection efforts. That is when you send it to the fellow who uses 'em himself. He is probably too thick-skinned and too lacking in human sensibilities to be affected very much.

He knows they do not mean much.

Otherwise, it is much better to sell payment of the debts the same way you sell anything else, by means of tact, courtesy, understanding of human nature, and careful study of your selling points and the needs and desires of the prospective purchaser.

Tribune Executives Change

Chesser M. Campbell, for two years manager of the Chicago *Tribune's* eastern office, has been appointed manager of classified advertising on June 11, to succeed A. R. Koehler.

Chester E. McKittrick, of the eastern national department, succeeds him in New York.

Both Mr. Campbell and Mr. McKittrick have been with the *Tribune* for eight years.

Thomas W. Gulley has been appointed vice-president in charge of sales, and J. F. Hahn, vice-president and treasurer, of the National Enameling and Stamping Company, Chicago. Mr. Gulley and Mr. Hahn have been with the company for many years.

The Irving-Pitt Company of Kansas City has been merged with the Wilson-Jones Company of Chicago. Both firms make loose-leaf devices. The Irving-Pitt Company will be known as the Irving-Pitt division of the Wilson-Jones Company.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVE WANTED

FIELD SALES MANAGER—for small manufacturing company, in Northern Ohio, selling a necessity in Hardware line with big possibilities for market development. Would have to be out in territory 75% of the time, doing actual selling, investigating new markets, organizing small sales force. Good future—salary and commission—write fully giving executive and selling experience—salary expected. Positively confidential. The John S. King Company, Inc., 846 Engineers' National Bank Building, Cleveland, Ohio.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre

indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
 Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
 New York Office 2152 Granbar Bldg. Thomas L. Briggs, Manager for United States



Plan and Direct Your Campaigns with Namapco Washable Maps

SINCE the earliest days of history, the most successful generals have invariably used maps for planning and directing their various campaigns. Reports of changing conditions on the different fronts have been indicated upon their maps and then, from a study of each day's developments, they have outlined the movements of their troops for the following day.

The modern business general uses the same tools, improved and developed to meet his particular needs—Namapco Washable Maps upon which markings can be made and erased as desired; special crayons and pencils; map tacks of all sizes and colors which can be inserted, removed and changed; and other kindred accessories to represent each day the exact situation prevailing all along his fighting front.

Why not plan now to use Namapco Maps for your Fall campaigns? Tell us what you sell, how and where, and we will show you the kind of a map system you should have, how you can use it effectively and profitably, and how you can add to it to meet larger demands. Address our home office, 906 Murphy Building, Indianapolis, Indiana.

The general who knows his battle-field and the sales manager who knows his market have an equal chance to win. With the facts before him, the general and the sales manager know how and where to use their forces most effectively to bring the victory and to gather in the business for which each is striving.

Namapco Washable Maps will enable you to visualize your whole territory in one business picture. They can tell more, tell it quicker and tell it better than any other medium yet devised. And—what may interest you most—whether your business is large or small, there is a Namapco System to fit it—a system which can be added to as your business demands.

NATIONAL MAP COMPANY

Map Makers Since 1885

906 Murphy Building,
Indianapolis, Indiana

675-6 Transportation Bldg.,
Chicago, Illinois

Map Tacks and Other Map Equipment

While maps are valuable for general reference, that value can be wonderfully increased by the use of map tacks and other markings. The variety of tacks and other markings available gives some idea as to how much information these maps can give.

Map tacks are available in five sizes and eighty different color combinations—400 different tacks.

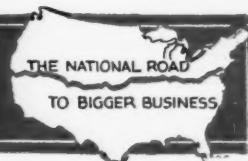
Large flat-headed tacks numbered 1 to 999, and similar tacks with blank celluloid tops—in sixteen colors.

Celluloid map rings in eighteen different colors.

—And of course special crayons and pencils in a wide range of colors.

Write us in regard to map tacks or any other map marking material desired.

"Namapco" Washable Maps



Beauty



makes whoopee...!

MAKERS of musical instruments have climbed aboard the eye-appeal bandwagon, and are making whoopee with sales. They have joined with those who act on the principle that Beauty is a deciding factor with buyers . . . and have found it pays.

They have not only put Beauty into their products, but into the advertising matter that describes them . . . because so many people get first impressions of products through printed representations.

The prime basis of eye-appeal advertising is *coated paper*. Only with

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